



| [NODIS Library](#) | [Organization and Administration\(1000s\)](#) | [Search](#) |

NASA
Policy
Directive

NPD 1000.3C

Effective Date: February 15, 2007

Expiration Date: February 15, 2012

COMPLIANCE IS MANDATORY

The NASA Organization w/Change 40 (11/03/2008)

Responsible Office: Associate Administrator

&age

Table of Contents

Change Log

Preface

- P.1 Purpose
- P.2 Applicability
- P.3 Authority
- P.4 References
- P.5 Cancellation

Chapter 1: General Provisions

- 1.1 Organizational Standards
- 1.2 Terms
- 1.3 Lines of Succession

Chapter 2: The NASA Organization

- 2.1 The NASA Organizational Chart

Chapter 3: Reserved

Chapter 4: Mission Statements And Organizational Charts For Headquarters Offices

- 4.1 Office of the Administrator
- 4.2 Exploration Systems Mission Directorate
- 4.3 Space Operations Mission Directorate
- 4.4 Science Mission Directorate
- 4.5 Aeronautics Research Mission Directorate

- 4.6 Office of Safety and Mission Assurance
- 4.7 Office of Program Analysis and Evaluation
- 4.8 Office of the Chief Financial Officer
- 4.9 Office of the Chief Information Officer
- 4.10 Office of the Chief Engineer
- 4.11 Office of Institutions and Management
- 4.12 Office of the General Counsel
- 4.13 Office of the Chief of Strategic Communications
- 4.14 Office of External Relations
- 4.15 Office of the Inspector General
- 4.16 Office of the Chief Health and Medical Officer
- 4.17 Reserved
- 4.18 Innovative Partnerships Program Office
- 4.19 Office of Program and Institutional Integration

Chapter 5: Mission Statements and Organizational Charts for Centers as well as Technical And Service Support Centers

- 5.1 Ames Research Center
- 5.2 Dryden Flight Research Center
- 5.3 John H. Glenn Research Center at Lewis Field
- 5.4 Goddard Space Flight Center
- 5.5 Lyndon B. Johnson Space Center
- 5.6 John F. Kennedy Space Center
- 5.7 Langley Research Center
- 5.8 George C. Marshall Space Flight Center
- 5.9 John C. Stennis Space Center
- 5.10 NASA Engineering and Safety Center
- 5.11 NASA Shared Services Center
- 5.12 NASA Safety Center
- 5.13 NASA Independent Verification and Validation Facility

Chapter 6: Charters for NASA Councils, Committees, Boards, and Panels

- 6.1 NASA Charters
- 6.2 Federal Advisory Committee Act Committees Governing Councils
- 6.3 Strategic Management Council
- 6.4 Program Management Council
- 6.5 Operations Management Council

Chapter 7: The Organizational Change Process

- 7.1 Changes to Mission Statements and Organizational Charts
- 7.2 NASA Charters

CHANGE LOG

Ch#	Office	Date	Description
40	Deputy Administrator	11/3/2008	CHAPTER 4, 4.14, OFFICE OF EXTERNAL RELATIONS – Organizational changes include renaming the History Office to the History Division and adding ‘Research’ in the name of the Exploration Systems and Aeronautics Research Division.
39	Deputy Administrator	11/3/2008	CHAPTER 4, 4.11, OFFICE OF INSTITUTIONS AND MANAGEMENT – Organizational changes to rename the Office of Infrastructure and Administration to the Office of Infrastructure and to delete the Office of Security and Program Protection since it is now a direct report to the Deputy Administrator.
38	Deputy Administrator	10/31/2008	CHAPTER 4, 4.13, OFFICE OF STRATEGIC COMMUNICATIONS – Organization change to move the Office of Communications Planning and its functions, authorities, and responsibilities into the Office of the Chief of Strategic Communications
37	Assistant Associate Administrator	10/22/2008	CHAPTER 5, 5.7, LANGLEY RESEARCH CENTER – organization chart modified to add the Earth Systems Science Pathfinder Program Office under Agency Programs
36	Deputy Administrator	10/10/2008	CHAPTER 4, 4.17, OFFICE OF SECURITY AND PROGRAM PROTECTION – Organization moved from under the Office of Institutions and Management to a direct report mission support office. Administrative changes will be made as appropriate.
35	Assistant Associate Administrator	10/07/2008	CHAPTER 5, 5.13, INDEPENDENT VERIFICATION AND VALIDATION FACILITY Establishment of a new mission statement and organization chart.

34	Assistant Associate Administrator	10/07/2008	CHAPTER 4, 4.6, OFFICE OF SAFETY AND MISSION ASSURANCE Change to the organization chart include adding the Independent Verification and Validation Facility (IV&V). Mission statement changes to support org changes and responsibilities.
33	Assistant Associate Administrator	10/07/2008	CHAPTER 5, 5.6, KENNEDY SPACE CENTER Changes to the organization chart include removing the Cape Canaveral Spaceport Management Office and the Counterintelligence Office. Other changes included the restructuring of the chart layout to show the flow from program and project organization down to the Center support organizations. Mission statement changes to support org changes and responsibilities.
32	Assistant Associate Administrator	09/29/2008	CHAPTER 5, 5.4, GODDARD SPACE FLIGHT CENTER Changes to the organization chart include removing the Office of the Associate Director and the Office of Mission Success. Other changes included modifying the IV&V connection from a solid line to a dotted line and adding the appropriate Component Facilities. Minor changes to mission statement.
31	Assistant Associate Administrator	09/26/2008	CHAPTER 5, 5.8, MARSHALL SPACE FLIGHT CENTER Changes include minor edits to the mission statement and organizational change includes adding the Michoud Assembly Facility.
30	Assistant Associate Administrator	09/26/2008	CHAPTER 5, 5.2, DRYDEN FLIGHT RESEARCH CENTER Changes include minor edits to the mission statement and organizational changes to include adding the Dryden Aircraft Operations Facility and SOFIA program Office; redesignating the Flight Projects Mission Directorate to three separate directorates; renaming three offices/directorates; combining two offices to create the new Strategic Communications Office.
29	Deputy Administrator	09/24/2008	CHAPTER 4, 4.8, OFFICE OF THE CHIEF FINANCIAL OFFICER Reorganization changes include renaming the Business Integration Division to the Systems Division and the CFO Fiscal Operations Division to the Performance Reporting Division. Also established the new Strategic Integration and Policy Division.

28	Assistant Associate Administrator	08/05/2008	CHAPTER 5, 5.9, STENNIS SPACE CENTER - Organizational changes to include creation of a dedicated engineering and propulsion test organization, renaming of the Office of External Affairs, and a separation of functions requiring two new offices be established. The mission statement was changed only to update the LINE OF SUCCESS.
27	Assistant Associate Administrator	07/16/2008	CHAPTER 4, 4.4, SCIENCE MISSION DIRECTORATE - Organizational change to remove the Management and Policy Division and create two separate divisions. The mission statement was changed only to update the LINE OF SUCCESS
26	Assistant Associate Administrator	06/19/2008	CHAPTER 5, 5.7, LANGLEY RESEARCH CENTER - Organizational change to add the Ground Facilities and Testing Directorate. No changes were made to the mission statement.
25	Assistant Associate Administrator	06/12/2008	CHAPTER 5, 5.1, AMES RESEARCH CENTER - Organizational change to retitle the Office of the Chief Information officer to the Information Technology Directorate (Office of the Chief Information Officer). No changes were made to the mission statement.
24	Assistant Associate Administrator	06/05/2008	CHAPTER 5, 5.6, KENNEDY SPACE CENTER - Organizational changes include the Office of the Chief Engineer integrating some functions into the Engineering Directorate and assigning some functions to the Center Operations Directorate. A new Counterintelligence office was created and other offices were retitled and/or moved. The mission statement was changed only to update the LINE OF SUCCESSION.
23	Administrator	05/20/2008	CHAPTER 6, 6.3, STRATEGIC MANAGEMENT COUNCIL - Updated membership to include Assistant Administrator for External Relations. 4.14, Office of External Relations updated to add membership as well.
22	AA for Institutions and Management	05/19/2008	CHAPTER 4, 4.11, OFFICE OF INSTITUTIONS AND MANAGEMENT - Update to link for Office of Internal Controls and Management Systems.

21	Assistant Associate Administrator	04/02/2008	CHAPTER 5, 5.1, AMES RESEARCH CENTER Changes to organizational structure include creation of the New Ventures and Communications Directorate which merges the Strategic Communications and Development Directorate and the Strategic Management and Analysis Office and the Partnerships Office was renamed the NASA Research Park Office. No changes to the mission statement.
20	Deputy Administrator	03/21/2008	CHAPTER 4, 4.9, OFFICE OF THE CHIEF INFORMATION OFFICER Change to organizational chart to reflect new realignment (which merges/absorbs the Integrated Enterprise Management Program). Changes include a newly created office, merging several offices, and renaming several others. Administrative changes to NPD 1000.3 were made to the Table of Contents, Chapters 1 and 2, the IEMP was removed from 4.17, and the CIO was added as a member of the SMC.
19	Associate Administrator	03/09/2008	CHAPTER 5, 5.4, GODDARD SPACE FLIGHT CENTER - Change to organizational chart to merge the Office of Systems Safety and Mission Assurance and ITA Governance and Systems Management Office to form the Safety and Mission Assurance Directorate. No changes made to the mission statement.
18	Assistant Associate Administrator	02/26/2008	CHAPTER 4, 4.5, AERONAUTICS RESEARCH MISSION DIRECTORATE - Change to organizational chart to merge the Resources Management office into the Mission Support Office. No changes made to mission statement.
17	Assistant Associate Administrator	02/12/2008	CHAPTER 4, 4.6, OFFICE OF SAFETY AND MISSION ASSURANCE - Updates made throughout mission statement and changes made to organizational chart to disestablished the Review and Assessment Division.
16	Assistant Associate Administrator	01/17/2008	CHAPTER 4, 4.18 INNOVATIVE PARTNERSHIPS PROGRAM OFFICE AND 4.19, OFFICE OF PROGRAM AND INSTITUTIONAL INTEGRATION - Full mission statements now included in NPD 1000.3. Organization chart for OPII updated to show NMO. Chapter 1 (1.2.1.3) updated to show OPII as component facility to Deep Space Network.

15	Deputy Administrator	12/09/2007	CHAPTER 4, 4.11 OFFICE OF INSTITUTIONS AND MANAGEMENT - Change to organizational chart and minor edits to the mission statement to restructure the Office of Infrastructure and Administration (I&A) and created two new offices; Office of Budget Management and Systems Support and Office of Headquarters Operations. Updated links to mission statements for I&A and the two new offices. Administrative changes to show the new offices also made to Chapters 1 and 2.
14	Assistant Associate Administrator	12/04/2007	CHAPTER 5, 5.7 LANGLEY RESEARCH CENTER - Change to organizational chart only. Exploration and Flight Projects Directorate restructured to establish the Exploration and Space Operations Directorate and Flight Projects Directorate.
13	Associate Administrator	11/27/2007	CHAPTER 6, 6.4, PROGRAM MANAGEMENT COUNCIL - Updated Membership.
12	Chief of Staff	11/19/2007	CHAPTER 6, 6.3, STRATEGIC MANAGEMENT COUNCIL - Updated Membership.
11	Administrator	11/27/2007	CHAPTER 1, GENERAL PROVISIONS - Changes made to the Agency Line of Succession. To maintain consistency, the Line of Succession was also updated in Chapter 4, Office of the Administrator.
10	Associate Administrator	10/05/2007	CHAPTER 5, 5.1, AMES RESEARCH CENTER Change to organization structure. Project Management and Engineering Directorate renamed Programs and Projects Directorate and a new Engineering Directorate is established. Other changes were made to the staff offices reporting to the Center Director. Mission statement changed only to update the Line of Succession.
9	Associate Administrator	09/21/2007	CHAPTER 5, 5.8, MARSHALL SPACE FLIGHT CENTER Renamed the Exploration Launch Office to Ares Projects Office.
8	Deputy Administrator	08/08/2007	CHAPTER 4, 4.8, OFFICE OF THE CHIEF FINANCIAL OFFICER Reorganization to include retitling, restructuring, and the elimination of some divisions and offices. Also established the OCFO Budget Division.

7	AA for Institutions and Management	07/30/2007	CHAPTER 4, 4.11, OFFICE OF INSTITUTIONS AND MANAGEMENT Update was made to the mission statement for the Office of Diversity and Equal Opportunity.
6	Deputy Administrator	06/22/2007	CHAPTER 4, 4.11, OFFICE OF INSTITUTIONS AND MANAGEMENT Reorganization to include the Office of Internal Controls and Management Systems. Administrative changes to Chapters 1, 2, 4, and 7 as needed to support the addition of the new office and moving functions from the Office of Infrastructure and Administration.
5	Deputy Administrator	05/10/2007	CHAPTER 4, 4.7, OFFICE OF PROGRAM ANALYSIS AND EVALUATION - Reorganized office to eliminate the Organizational Readiness Division and realign activities to the Independent Program Assessment Division and Studies and Analysis Division.
4	Associate Administrator	05/09/2007	CHAPTER 5, 5.12, NASA SAFETY CENTER - Mission statement and organization chart established.
3	Chief of Staff	04/12/2007	CHAPTER 1, GENERAL PROVISIONS - Administrative change to add Assistant Associate Administrator position.
2	AA for Human Capital Management	03/20/2007	CHAPTER 4, 4.4 SCIENCE MISSION DIRECTORATE - Administrative change to correct organizational chart.
1	Associate Administrator	3/16/2007	CHAPTER 5, 5.7 LANGLEY RESEARCH CENTER - Change to organizational chart only. Flight Research Services Directorate renamed Research Services Directorate.

Preface

P.1 Purpose

This NASA Policy Directive (NPD) documents the NASA organization, defines terms, and sets forth the standards and requirements for establishing, modifying, and documenting the NASA organizational structure and for assigning organizational responsibilities. Specific duties of NASA officials are described in their official position descriptions rather than in this document.

P.2 Applicability

This NPD is applicable to NASA Headquarters, NASA Centers, and NASA's Component Facilities. It also applies to the Inspector General (IG), except in so far as it contravenes the requirements of the IG Act (Public Law 95-452), as amended (5 U.S.C. Appendix).

P.3 Authority

42 U.S.C. 2473 (c)(1), Section 203(c)(1) of the National Aeronautics and Space Act of 1958, as amended.

P.4 References

- a. NPD 1000.0, NASA Strategic Management and Governance Handbook.
- b. NPD 1001.0, NASA Strategic Plan.

P.5 Cancellation

NPD 1000.3B, NASA Organization, dated July 30, 2004.

/S/
Michael D. Griffin
Administrator

Chapter 1: General Provisions

1.1 Organizational Standards

1.1 ORGANIZATIONAL STANDARDS

1.1.1 The Administrator decides the overall mission and organizational structure of the Agency.

1.1.2 The Deputy Administrator approves changes to mission statements and organizational charts for the Office of the Administrator, the Office of the Inspector General, the Mission Support Offices (except those offices report to the Associate Administrator).

1.1.3 The Associate Administrator approves changes to mission statements and organizational charts for the Office of Safety and Mission Assurance, the Office of the Chief Engineer, the Innovative Partnerships Program Office, the Office of Program Analysis and Evaluation, the Office of Program and Institutional Integration, the Mission Directorates, and the Centers.

1.1.4 Changes to mission statements and organizational charts for Technical and Service Support Centers will be approved by the Deputy Administrator or the Associate Administrator, depending on the Centers' reporting structure.

1.1.5 The Officials-in-Charge of Headquarters Offices (OICs) and Center Directors will approve their mission statements and organizational structures below the level shown on the organizational charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the OIC or Center Director.

1.1.6 Organizational processes, such as ad hoc or temporary advisory groups or positions, will not be identified on the organizational charts. Special working relationships with other organizations will be described in the Special Relationships paragraph of the mission statement but not shown on the organizational chart.

1.1.6 Affected parties, including congressional committees, employees, officially recognized employee unions, suppliers, customers, and supporting organizations should be notified of significant aspects of the organizational change process.

1.2 TERMS

1.2.1 INSTALLATIONS:

1.2.1.1 Headquarters is composed of the following:

a. Office of the Administrator. This term includes the following officials:

- (1) Administrator.
- (2) Deputy Administrator.
- (3) Associate Administrator.
- (4) Chief of Staff.
- (5) Associate Deputy Administrator.
- (6) Assistant Associate Administrator

(7) White House Liaison

b. Mission Directorate. A primary implementer of a NASA mission area. Each Mission Directorate is led by an Associate Administrator who leads their respective mission area. Listed in the order they appear on the NASA organizational chart, the current Mission Directorates are as follows:

- (1) Aeronautics Research Mission Directorate.
- (2) Exploration Systems Mission Directorate.
- (3) Science Mission Directorate.
- (4) Space Operations Mission Directorate.

c. Mission Support Office. Headquarters organizations that establish and disseminate policy and leadership strategies within assigned areas of responsibility in support of all NASA programs and activities. Listed in the order they appear on the NASA organization chart, the current Mission Support Offices are as follows:

- (1) Office of Chief, Safety and Mission Assurance.
- (2) Office of Program Analysis and Evaluation.
- (3) Office of the Chief Engineer.
- (4) Office of Program and Institutional Integration.
- (5) Office of the Chief Financial Officer.
- (6) Office of the Chief Information Officer.
- (7) Office of the General Counsel.
- (8) Innovative Partnerships Program Office.
- (9) Office of External Relations.
- (10) Office of the Chief Health and Medical Officer.
- (11) Office of Institutions and Management.
- (12) Office of the Chief of Strategic Communications.

d. Functional Support Office. Offices that provide functional support to the Agency through their respective Mission Support Offices. Listed in the order they appear on the NASA organizational chart, the current Functional Support Offices are as follows:

- (1) Office of Budget Management and Systems Support.
- (2) Office of Diversity and Equal Opportunity.
- (3) Office of Headquarters Operations.
- (4) Office of Human Capital Management.
- (5) Office of Infrastructure and Administration.
- (6) Office of Internal Controls and Management Systems.
- (7) Office of Procurement.

- (8) Office of Security and Program Protection.
- (9) Office of Small Business Programs.
- (10) Office of Communications Planning.
- (11) Office of Education.
- (12) Office of Legislative and Intergovernmental Affairs.
- (13) Office of Public Affairs.
- e. Office of Inspector General.

1.2.1.2 Centers. Primary NASA Field entities, each led by a Center Director. Some Centers have Component Facilities that may be geographically separated from the parent Center. Such Facilities are led by a Manager or Head who reports to the parent Center official.

- a. Ames Research Center (ARC).
- b. Dryden Flight Research Center (DFRC).
- c. John H. Glenn Research Center (GRC) at Lewis Field.
- d. Goddard Space Flight Center (GSFC).
- e. Lyndon B. Johnson Space Center (JSC).
- f. John F. Kennedy Space Center (KSC).
- g. Langley Research Center (LaRC).
- h. George C. Marshall Space Flight Center (MSFC).
- i. John C. Stennis Space Center (SSC).

1.2.1.3 Component Facilities. NASA Installations, with their Component Facilities annotated, are as follows:

- a. Deep Space Network - Goldstone, CA; Canberra, Australia, and Madrid, Spain; (JSC).
- b. Downey Facility (DF) (JSC).
- c. Ground Network at KSC (GSFC).
- d. Michoud Assembly Facility (MAF) (MSFC).
- e. NASA Management Office (NMO)/Jet Propulsion Laboratory).
- f. Plum Brook Station (PBS) (GRC).
- g. Space Network (White Sands, NM) (GSFC).
- h. Wallops Flight Facility (WFF) (GSFC).
- i. White Sands Test Facility (WSTF) (JSC).

1.2.1.4 Jet Propulsion Laboratory (JPL). A Government-Owned Contractor-Operated facility (GOCO) that is a Federally Funded Research and Development Center (FFRDC) under the terms of a contract with the California Institute of Technology (CalTech).

1.2.1.5 Technical and Service Support Centers. Technical and Service Support Centers provide specialized technical and administrative expertise and support for the following NASA programs, projects, and operations:

- a. NASA Engineering and Safety Center (NESC).
- b. NASA Shared Services Center (NSSC).
- c. NASA Safety Center (NSC).
- d. Independent Verification and Validation Facility (IV&V) (GSFC).

1.2.2 Officials-in-Charge (OIC) of Headquarters Offices. Headquarters Senior Management officials who work in the Office of the Administrator; or lead Mission Directorates or Mission Support Offices. Listed in the order they appear on the OIC distribution list, the OICs are as follows:

- a. Deputy Administrator.
- b. Associate Administrator.
- c. Chief of Staff.
- d. Associate Deputy Administrator.
- e. Assistant Associate Administrator.
- f. White House Liaison.
- g. Assistant Administrator for External Relations.
- h. Associate Administrator for Aeronautics Research Mission Directorate.
- i. Associate Administrator for Exploration Systems Mission Directorate.
- j. Associate Administrator for Institutions and Management.
- k. Associate Administrator for Program Analysis and Evaluation.
- l. Associate Administrator for Science Mission Directorate.
- m. Associate Administrator for Space Operations Mission Directorate.
- n. Chief Engineer.
- o. Chief Financial Officer.
- p. Chief Health and Medical Officer.
- q. Chief Information Officer.
- r. Chief, Safety and Mission Assurance.
- s. Chief of Strategic Communications.
- t. Director, Innovative Partnerships Program Office.
- u. Director, Program and Institutional Integration.
- v. General Counsel.
- w. Inspector General.

1.3 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Administrator; and Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

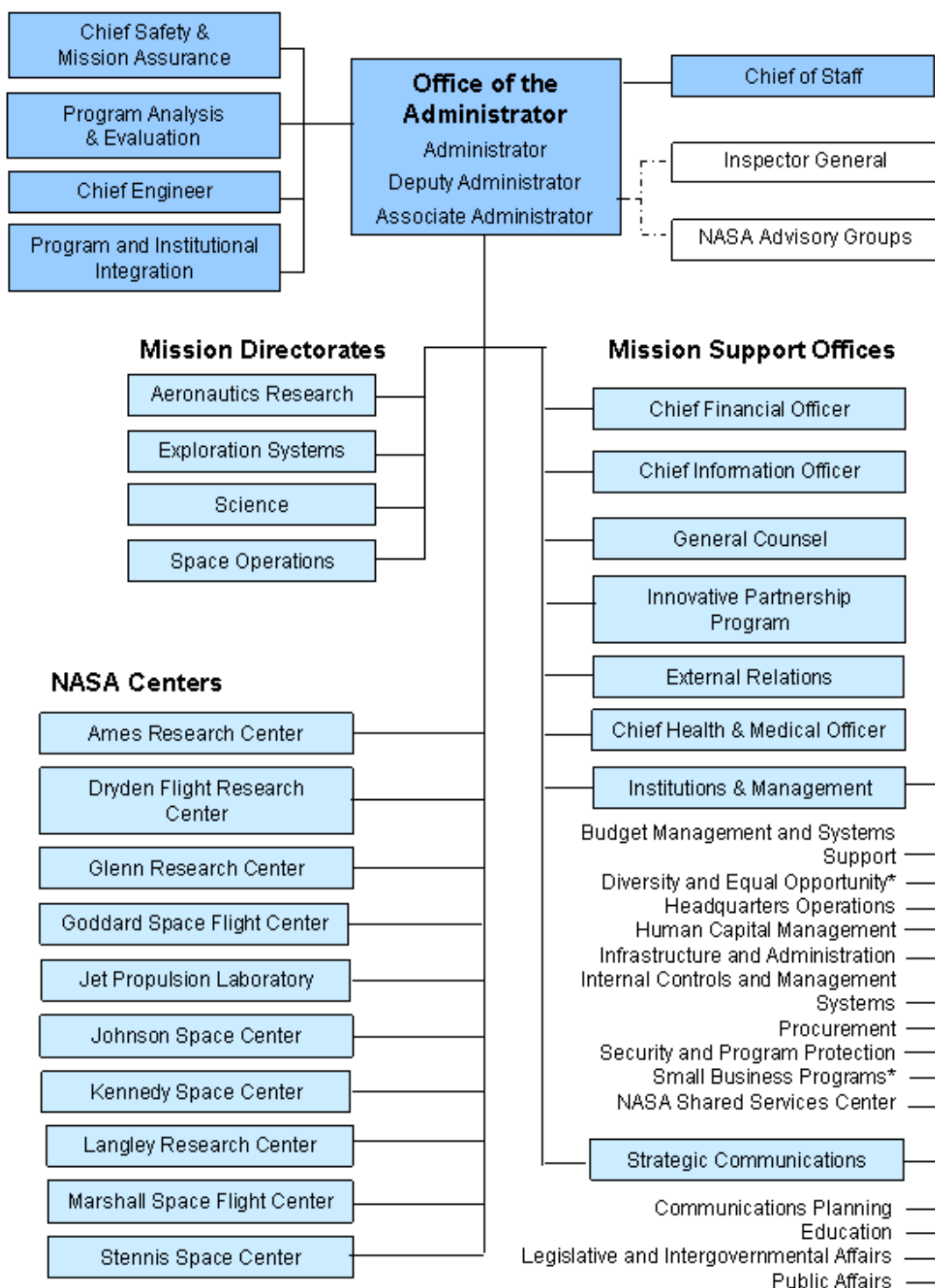
1.3.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of, the Administrator during his or her absence or disability. In the event that the office of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant, or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request presidential action for the appointment of an Acting Administrator.

1.3.2 OICs of Headquarters Offices and Center Directors: Whenever an OIC or Center Director is unable to perform assigned duties, the permanently assigned incumbents of the positions listed in the Line of Succession of each mission statement (Chapters 4 and 5) are authorized to serve, in the order listed, in an acting capacity for the OIC or Center Director and to carry out all functions, powers, and duties of such position except the duty of the OIC or the Center Director to succeed to any other NASA position, pursuant to laws and emergency authorities.

Change 35...October 7, 2008

Chapter 2: The NASA Organization

2.1 The Official Agency-Level Organization Chart. National Aeronautics and Space Administration



* In accordance with law or regulation, the offices of Diversity and Equal Opportunity and Small Business Programs maintain reporting relationships to the Administrator and Deputy Administration.

Change 20...March 21, 2008

Chapter 3: Reserved

Chapter 4: Mission Statements And Organizational Charts For Headquarters Offices

4.1 Office of the Administrator

4.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

4.1.2 RESPONSIBILITIES

4.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision and strategic priorities and ensuring successful implementation of supporting policies, programs, and performance assessments. The Administrator performs all necessary functions to govern NASA operations and exercises the powers vested in NASA by law.

4.1.2.2 The Deputy Administrator is responsible to the Administrator for providing overall leadership, planning, and policy direction for the Agency. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator, assists the Administrator in making final Agency decisions, and acts for the Administrator in his or her absence by performing all necessary functions to govern NASA operations and exercise the powers vested in the Agency by law.

The Deputy Administrator articulates the Agency's vision and represents NASA to the Executive Office of the President, Congress, heads of Federal and other appropriate Government agencies, international organizations, and external organizations and communities.

4.1.2.3 The Associate Administrator reports to the Deputy Administrator and the Administrator and is responsible for integrating the technical and programmatic elements of the Agency. The Associate Administrator oversees the Agency's programs through the Mission Directorates, Field Centers, and Headquarters technical mission support offices, to include the Office of Safety and Mission Assurance and the Office of the Chief Engineer.

The Associate Administrator performs the duties and exercises the powers delegated by the Administrator and acts for the Administrator in the absence of the Administrator and Deputy Administrator.

The Associate Administrator oversees the planning, directing, organization, and control of the day-to-day Agency technical and programmatic operations, including establishing controls over Agency activities, providing a means for evaluating mission accomplishments, and correcting deficiencies. In addition, the Associate Administrator provides institutional management, programmatic oversight, and performance evaluation of the Mission Directorates, Field Centers, and Technical Mission Support Offices.

4.1.2.4 The Chief of Staff is responsible for overseeing the implementation of NASA's mission and functional support programs and for coordinating cross-mission programs and activities to ensure that the strategic goals and objectives established by the Administrator and Deputy Administrator are achieved. The Chief of Staff is responsible for the management of initiatives, programs, and policies in critical areas of concern to the Administrator and Deputy Administrator. The Chief of Staff directs the Office of the Administrator.

4.1.3 SPECIAL RELATIONSHIPS

4.1.3.1 The Administrator chairs the Strategic Management Council.

4.1.3.2 The Deputy Administrator chairs the Operations Management Council and is alternate Chair for the Strategic Management Council.

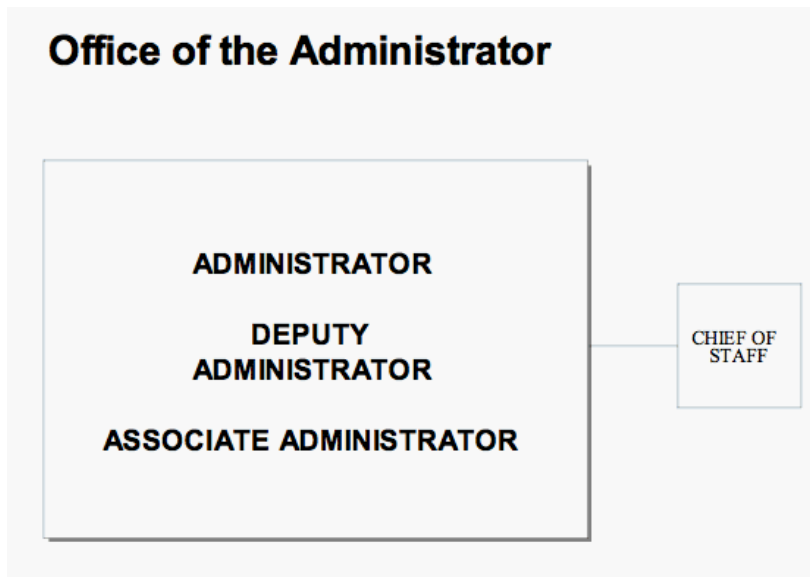
4.1.3.3 The Associate Administrator chairs the Program Management Council.

4.1.3.4 The Chief of Staff is the alternate Chair for the Operations Management Council.

4.1.4 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Administrator; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

4.1.4.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of the Administrator during his or her absence or disability. In the event that the Office of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant, or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request presidential action for the appointment of an Acting Administrator.

4.1.5 DELEGATION AND REDELEGATION. Except as may be specified in laws, regulations, or directives, OICs and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.



4.2 Exploration Systems Mission Directorate

4.2.1 MISSION. The Exploration Systems Mission Directorate (ESMD) is responsible for creating a suite of new capabilities, called Constellation Systems, to enable human exploration. Constellation Systems include a crew exploration vehicle, transportation systems, lunar and planetary body exploration systems, in-space support systems, and ground-based support systems. The ESMD portfolio also includes robotic missions to the Moon and research payloads that use the International Space Station, as well as ground-based experimental facilities.

4.2.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

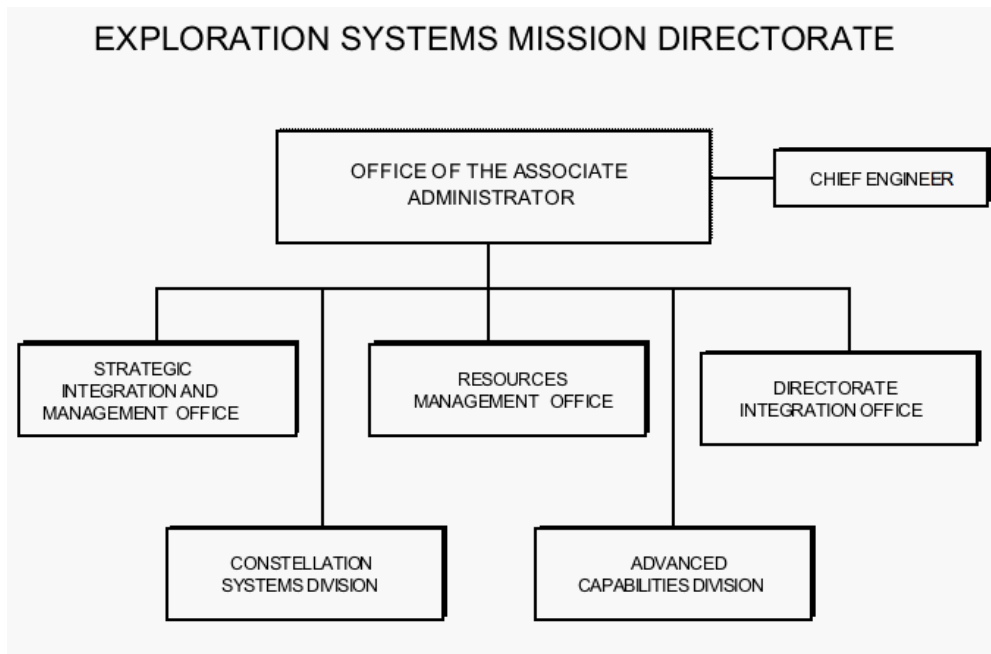
4.2.2.1 The Associate Administrator for Exploration Systems Mission Directorate:

- a. Is responsible for the development of technologies targeted for incorporation within the Constellation Systems.
- b. Oversees mechanisms to promote innovative modes of participation in ESMD programs, such as Centennial Challenges and commercial crew and cargo transportation.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Manages the development of the ESMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- g. Oversees ESMD reporting as required by Congress, Office of Management and Budget and other external bodies.
- h. Coordinates ESMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- i. Represents NASA and ESMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- j. Coordinates all international partnership arrangements with the Office of External Relations.

4.2.3 SPECIAL RELATIONSHIP

4.2.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.2.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Assistant Associate Administrator (Administration), Director of the Directorate Integration Office, Director of the Constellation Systems Division, and Director of the Advanced Capabilities Division.



4.3 Space Operations Mission Directorate

4.3.1 MISSION. The Space Operations Mission Directorate (SOMD) is responsible for NASA space operations related to exploration in and beyond low-Earth orbit with special emphasis on human activities in space. SOMD is responsible for Agency leadership and management of NASA space operations related to launch services, space transportation, space communications and navigation, and rocket propulsion test in support of human and robotic exploration requirements.

4.3.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.3.2.1 The Associate Administrator for Space Operations Mission Directorate:

- a. Provides current operational human exploration activities for the Space Shuttle and International Space Station (ISS) programs.
- b. Manages integrated Agency space communications and navigation requirements as a program, in coordination with other Mission Directorates.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the SOMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees SOMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- g. Coordinates SOMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and SOMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

4.3.2.2 Carries out the responsibilities of 4.3.2.1 with regard to the following:

- a. The safe and effective operation of the Space Shuttle and improvements in Space Shuttle capabilities necessary to complete assembly of the ISS.
- b. The development and safe and effective operation of the ISS, including working closely with international partners to define operational concepts and establish operational capabilities.
- c. The acquisition, management, and certification of reliable and cost-effective services from existing and emerging private sector and/or Department of Defense suppliers as necessary to ensure access to space for civil missions including robotic and human space exploration requirements.
- d. The development, acquisition, and management of reliable and cost-effective communications and navigation services to meet NASA and other Government requirements for human and robotic space exploration programs.
- e. The establishment and management of radio telecommunications spectrum utilization in support of all NASA human and robotic space exploration and aeronautics research programs.
- f. The conduct of technology and advanced developmental activities in cooperation and coordination with other Mission Directorates to enhance operational capabilities and cost effectiveness of the space operations program and to develop a basis for future programs.
- g. The management of flight crew health and safety to include: operational research requirements, integration of human systems and environments

to include extravehicular and intravehicular activity advanced development, health care delivery and crew protection, and participation of crewmembers in on-orbit research.

h. The establishment and integration of efficient and cost-effective rocket propulsion testing services.

i. The development of transition plans for disposition of residual Space Shuttle assets and plans for safe retirement of the Space Shuttle, safe Shuttle termination, integrated efficiencies in the evolution to new space operations architecture, and disposition of residual assets.

j. The determination of appropriate SOMD policies, procedures, and relationships to advance the coordination of space operations with ESMD.

4.3.2.3 Functional responsibility for flight planning, which entails addressing user space launch requirements and priorities, ensuring compliance with Agency launch services risk mitigation and vehicle assignment policy, and approving official contractual launch dates.

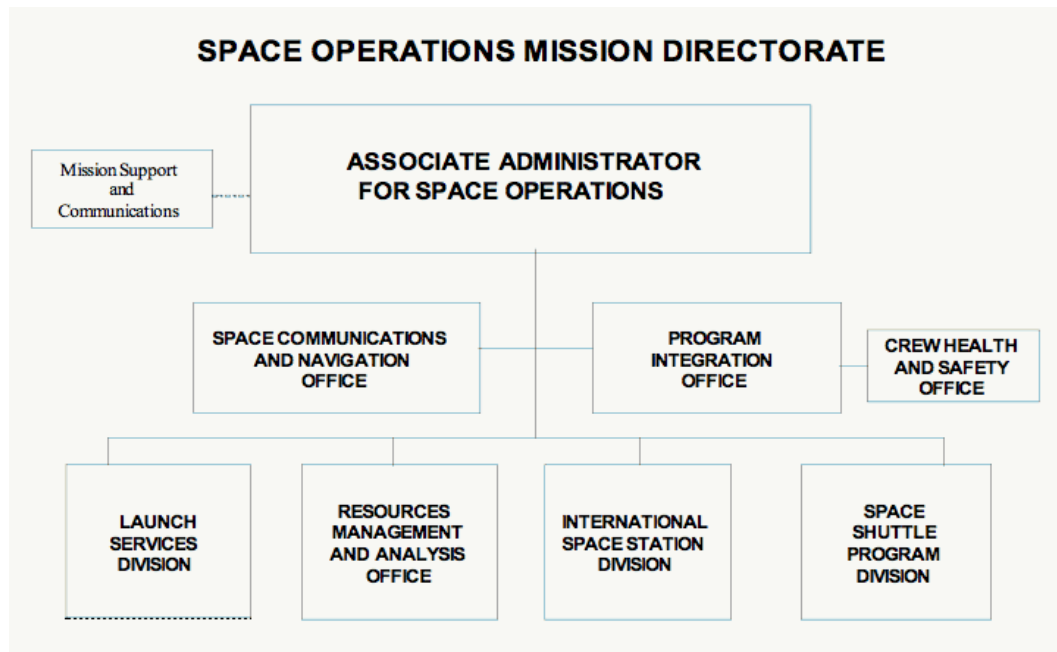
4.3.3 SPECIAL RELATIONSHIPS

4.3.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.3.3.2 The ISS and Space Shuttle program implementation is executed by the Program Managers reporting to the Associate Administrator for SOMD and is performed primarily at JSC, KSC, MSFC, and SSC. The Launch Services Program implementation is executed by the Program Manager reporting to the Headquarters Assistant Associate Administrator for Launch Services and is performed primarily at KSC with support from MSFC, SSC, and other Centers as warranted. The Space Communications and Navigations program implementation is executed by Project Managers reporting to SOMD Program Managers at NASA Headquarters who manage the Space Network, Ground Network, Deep Space Network, and the NASA Integrated Services Network. The work is performed primarily at GSFC, JPL, GRC, and MSFC. Management of these networks is conducted by the Space Communications Board of Directors, which is chaired by the Deputy Associate Administrator for Space Communications and Navigations.

4.3.3.3 Serves as the Agency spectrum manager in accordance with NPD 2570.5D.

4.3.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Space Operations, Deputy Associate Administrator for Program Integration, and Deputy Associate Administrator for Space Communications and Navigations.



4.4 Science Mission Directorate

4.4.1 MISSION. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth science, heliophysics, planetary science, and astrophysics. Through a variety of robotic observatory and explorer craft and through sponsored research, the Directorate provides virtual human access to the farthest reaches of space and time, as well as practical information about changes on our home planet.

4.4.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Flight programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.4.2.1 The Associate Administrator for the Science Mission Directorate:

a. Engages the external and internal science community via the National Research Council and science advisory groups to define and prioritize science questions that NASA should pursue in light of its Vision for Space Exploration (VSE) and mission.

b. Provides scientific results and priorities to enable and help guide NASA's VSE and exploit VSE capabilities for scientific discovery where appropriate.

c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.

d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.

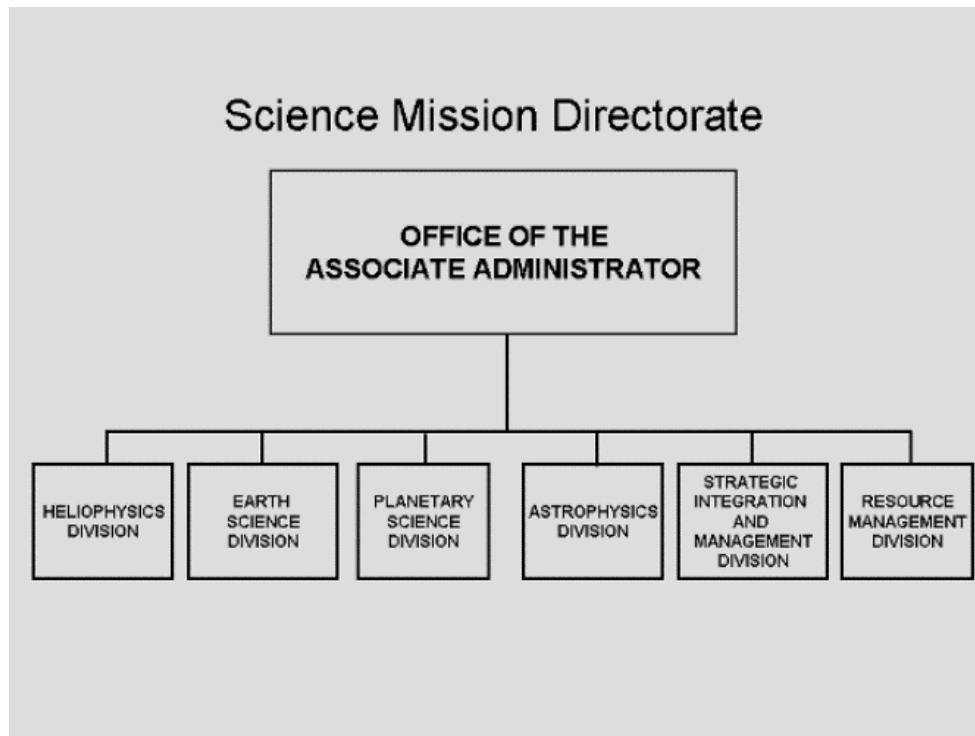
- e. Sponsors research by academia, NASA Centers, other Federal research centers, industry, and others selected through open, competitive solicitations.
- f. Develops and/or leverages advanced technologies to meet science mission requirements and enables new scientific endeavors.
- g. Manages the development of the SMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- h. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- i. Oversees SMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- j. Coordinates SMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- k. Coordinates all international partnership arrangements with the Office of External Relations.
- l. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and other organizations relied upon by decision makers and citizens.
- m. Represents NASA and SMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- n. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.
- o. Conducts educational and public outreach programs to enhance the Nation's return on its investment in NASA.
- p. Provides overall institutional management, policy programmatic oversight, and performance evaluation for the Directorate.

4.4.3 SPECIAL RELATIONSHIPS

4.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.4.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Deputy Associate Administrator for Programs, Deputy Associate Administrator for Management.

Change 27...July 16, 2008



Change 27...July 16, 2008

4.5 Aeronautics Research Mission Directorate

4.5.1 MISSION. The Aeronautics Research Mission Directorate (ARMD) conducts research and technology activities to develop the knowledge, tools, and technologies to support the development of future air and space vehicles and to support the transformation of the Nation's air transportation system. ARMD's programs focus on cutting-edge, fundamental research in traditional aeronautical disciplines, as well as emerging fields with promising applications to aeronautics.

4.5.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

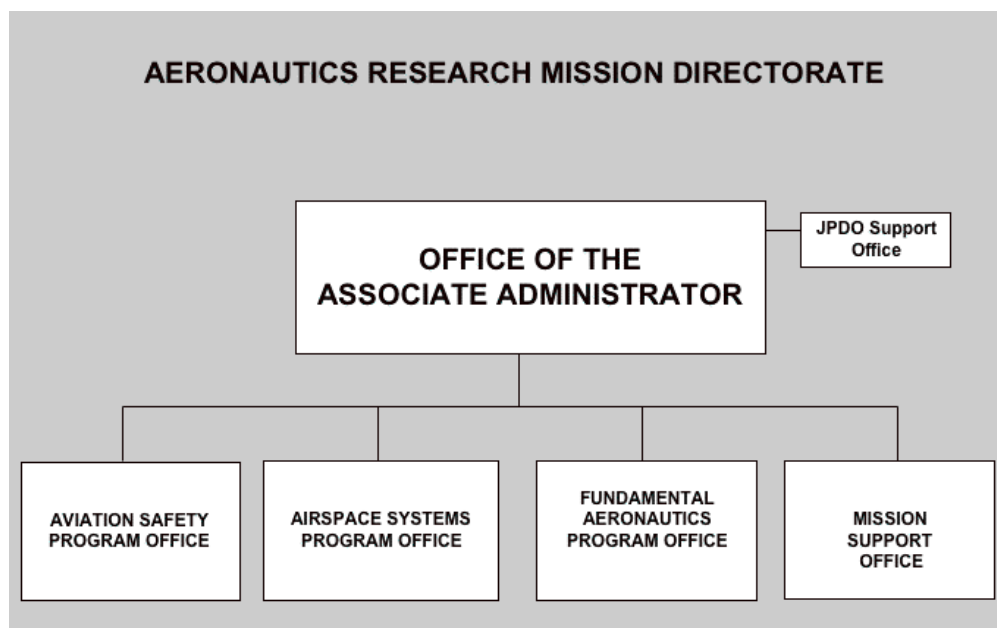
4.5.2.1 The Associate Administrator for Aeronautics Research Mission Directorate:

- a. Invests in research for the long term in areas that are appropriate to NASA's unique capabilities and that meet NASA's charter of addressing national needs and benefiting the public good.
- b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the ARMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees ARMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- g. Coordinates ARMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and ARMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

4.5.3 SPECIAL RELATIONSHIP

4.5.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.5.4 LINE OF SUCCESSION. Deputy Associate Administrator.



Change 18...February 26, 2008

4.6 Office of Safety and Mission Assurance

4.6.1 MISSION. The Office of Safety and Mission Assurance is a mission support office that provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, and quality engineering and assurance activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

4.6.2 OVERALL RESPONSIBILITIES. The Chief, Safety and Mission Assurance, reports to the Administrator through the Associate Administrator and advises the Administrator on matters related to risk, safety, and mission success.

4.6.2.1 The Chief, Safety and Mission Assurance is responsible for the following:

- a. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the sufficiency and effectiveness of the Office functions in order to reduce known institutional risk to safe and successful mission accomplishment.
- c. Provides to each Center Director a written evaluation of the performance of the principal Safety and Mission Assurance (SMA) official which will be attached to each individual's annual performance appraisal.
- d. Concurs with the assignment, promotion, performance appraisal, discipline, and relief of the principal SMA official at each Center.
- e. Confirms the sufficiency (staffing, knowledge, skills, and experiences) of staffing complement established by the Center Director for the

Center's SMA office.

f. Develops strategies, policies, procedures, guidelines, and standards for safety, reliability, maintainability, and quality engineering and assurance (hereinafter abbreviated as SMA requirements).

g. Ensures the incorporation and fulfillment of SMA requirements established for NASA programs and institutions through the structured application of SMA technical authority.

h. Verifies the effectiveness of SMA requirements, activities, and processes.

i. Advises NASA leadership on significant SMA issues including guidance for corrective action.

j. Oversees and assesses the application and technical excellence of SMA tools, knowledge, techniques, and practices (including risk management as applied to safety and mission success) throughout the program/project life cycle.

k. Assures that adequate levels of both programmatic and institutional resources are applied to SMA functions.

l. Oversees the prompt investigation and development of findings and recommendations for NASA mishaps and assures appropriate closure.

m. Oversees the operation of the NASA Independent Verification and Validation (IV&V) Facility.

n. Oversees the operation of the NASA Safety Center (NSC).

o. Advocates and represents the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

4.6.2.2 The Chief, Safety and Mission Assurance is authorized to suspend any operation or project activity that presents an unacceptable risk to personnel, property, or mission success and provide guidance for corrective action.

4.6.3 SPECIAL RELATIONSHIPS

4.6.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.6.3.2 The Chief, Safety and Mission Assurance establishes program direction and budget as well as supervises the performance of the NASA Safety Center.

4.6.3.3 The Chief, Safety and Mission Assurance establishes program and budget direction and supervises the performance of the NASA IV&V Facility and approves work priorities based on a risk-based assessment of the mission and safety critical software in NASA projects and the advice from the IV&V Board of Advisors.

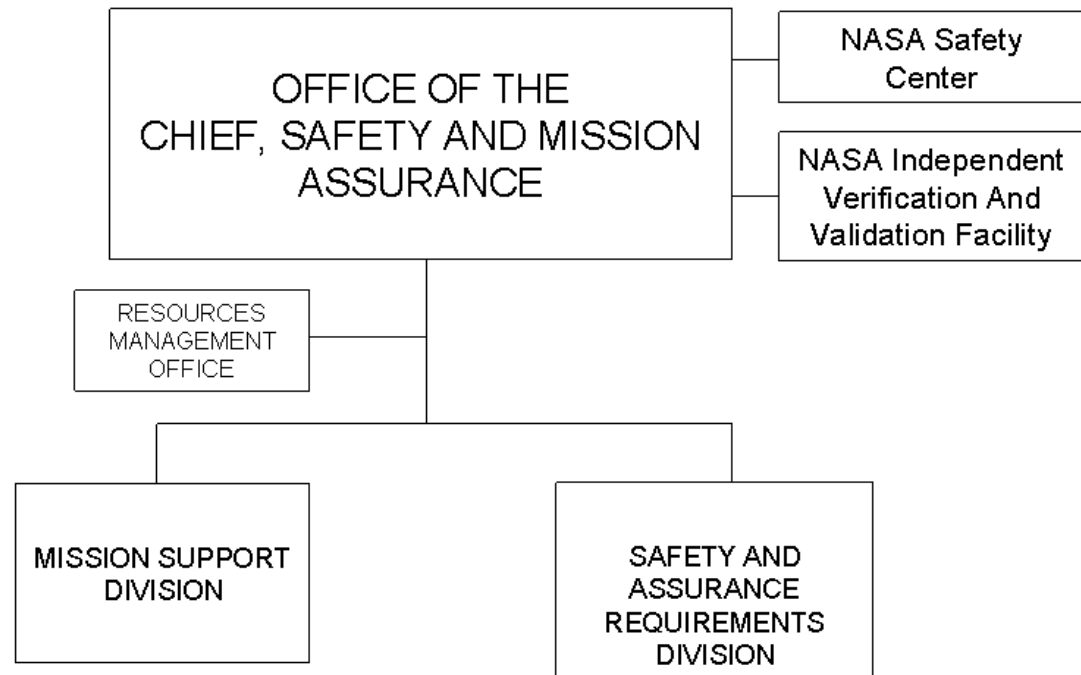
4.6.3.4 The Chief, Safety and Mission Assurance provides safety direction for the NASA Engineering and Safety Center in coordination with the Chief Engineer.

4.6.3.5 The Chief, Safety and Mission Assurance provides policy direction to and oversight of the Chief Safety and Mission Assurance Officers, Center Safety and Mission Assurance Directors, and associated SMA organizations within Mission Directorates and, through them, within programs and projects.

4.6.4 LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Safety and Assurance Requirements Division; Director, Mission Support Division.

Change 34...October 7, 2008

OFFICE OF SAFETY AND MISSION ASSURANCE



Change 34...October 7, 2008

4.7 Office of Program Analysis and Evaluation

4.7.1 MISSION. The Office of Program Analysis and Evaluation (PA&E) is a staff office supporting the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff. PA&E serves as an independent assessment organization that provides objective, transparent, and multidisciplinary analysis of programs to inform strategic decision making.

4.7.2 RESPONSIBILITIES. The Associate Administrator for Program Analysis and Evaluation reports to the NASA Administrator and is responsible for:

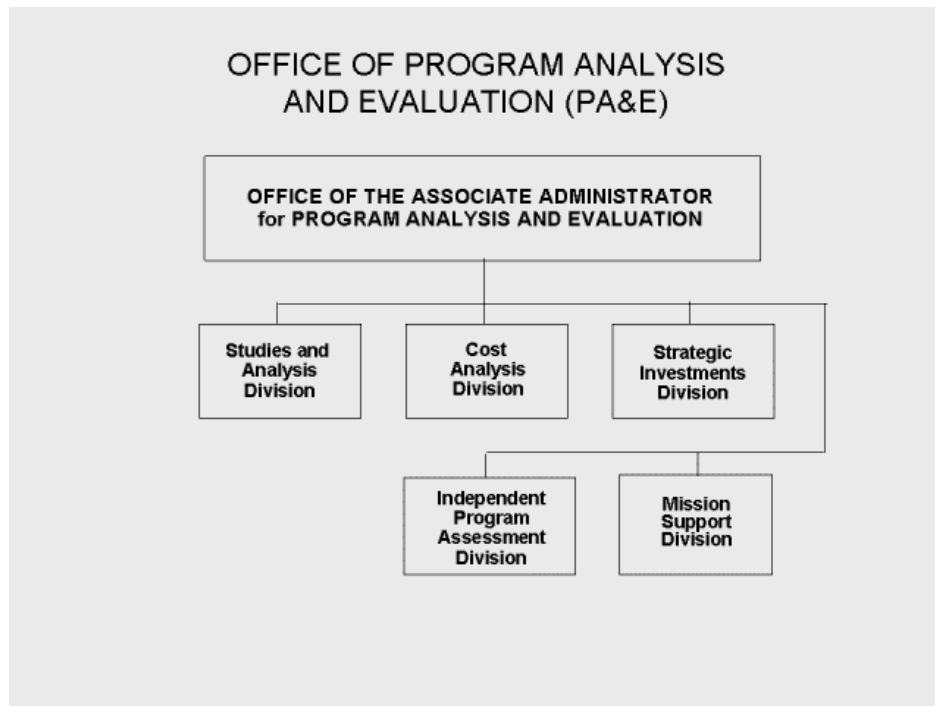
- a. Integrating NASA's mission, strategic plan, budget, and performance plan to ensure alignment with the VSE, NASA's strategic goals, Agency programs, and institutional requirements.
- b. Performing studies and assessments of specific issues of strategic importance to the Agency.
- c. Analyzing the technical, programmatic, and institutional investment options available to the Agency in support of Administration policies and congressional legislation.
- d. Evaluating mission-related programs and projects to ensure cost effectiveness, quality, performance, and strategic alignment.
- e. Developing alternatives to resource planning and programming recommended by the Mission Directorates and the Office of Institutions and Management (OI&M), as required, and capturing and publishing all program and policy decisions rendered by the Agency's leadership during program and budget deliberations.
- f. Providing independent cost estimates in support of Agency program approvals and evaluations and establishing standards for cost analysis Agency-wide.
- g. In coordination with the OCFO, ensuring that budget formulation and execution are consistent with the Agency's strategic investment decisions. As such, PA&E will serve as the authoritative source for Agency programmatic and institutional strategic requirements.
- h. Leading the NASA strategic planning process through the development, coordination, and publication of the Agency's strategic plan.
- i. Monitoring changes in U.S. industrial base and domestic capabilities and policies and refining NASA's strategic investment posture, accordingly, to ensure that NASA programs can be implemented with appropriate levels of confidence.
- j. Coordinating annual performance plans and reports in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.

- k. Continually assessing NASA's readiness to fulfill its strategic commitments through multiple indicators and mechanisms.
- l. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda--Budget and Performance Integration.
- m. Leading the Agency's efforts to improve management and deliver results in one of the Agency-specific pursuits of the President's Management Agenda--R&D Investment Criteria.
- n. Chairing the NASA Interface Committee to Red Planet Capital, Inc.
- o. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Execute the MSIP in alignment and support of the Agency mission and VSE. Manage the MSO functions by reducing institutional risk to missions.
- p. Lead the MSIP process and ensure that it fully enables the Agency mission and VSE, reduces institutional risk to mission, and is tied to the Agency budget process.

4.7.3 SPECIAL RELATIONSHIPS

Serves as a member of and the executive secretary for NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.7.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Strategic Investments Division; and Director, Studies and Analysis Division.



Change 5...May 10, 2007

4.8 Office of the Chief Financial Officer

4.8.1 MISSION. This Mission Support Office (MSO), established in accordance with the Chief Financial Officer's Act (CFO Act) of 1990 (Public Law 101-576), provides professional leadership for the planning, analysis, justification, control, and reporting of all Agency fiscal resources; for Agency strategic management, planning, and performance measurement; for timely, useful, and accurate financial reporting; and effective financial management internal controls.

4.8.2 RESPONSIBILITIES. The CFO reports to the Administrator and the Deputy Administrator and is responsible for:

- a. Providing for the oversight and financial management of Agency resources relating to programs and operations, ensuring strategic alignment with Agency mission and the Vision for Space Exploration (VSE), including all resources aspects of the planning, programming, and budgeting process.
- b. Reviewing, assessing, and validating Agency resources, requirements, and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.
- c. Establishing standards for and ensuring performance of economic and costs analyses for Agency assessments of ongoing and proposed programs and program alternatives.
- d. Developing and maintaining an integrated Agency planning, budgeting, and performance reporting, accounting, and financial management system, including financial reporting and financial management internal controls.
- e. Monitoring the financial execution of the Agency budget in relation to actual expenditures, monitoring quality and performance of ongoing financial activities, analyzing ongoing activities to proactively identify potential performance problems, and preparing and submitting timely financial and performance reports to the Administrator.
- f. Preparing and transmitting an annual financial statement and budget information to the Administrator, the Director of the Office of Management

and Budget (OMB), the congressional committees of jurisdiction, and other authorities who review NASA's financial matters.

g. Working with the Comptroller General and administrative officials to facilitate financial management improvements consistent with the CFO Act.

h. Coordinating the Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1992 (Public Law 103-62), as amended.

i. Directing, managing, and providing policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including, with the concurrence of Center Directors, approving the assignment, promotion, discipline, and relief of the principal financial official at each Center, and assessing their performance. Center Directors shall provide a written evaluation of the principal financial official at their Center, which shall be attached to each individual's annual performance appraisal.

j. In concurrence with Center Directors, determining the appropriate staffing complement for Center financial organizations.

k. Providing independent cost estimates in support of Agency program approvals and evaluations and establishes standards for cost analysis Agency-wide.

l. Providing direct financial advice and support to Center Directors and program managers across all NASA operational units.

4.8.3 SPECIAL RELATIONSHIPS.

a. The CFO serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

b. As required by the CFO Act, the CFO is appointed by the President with the advice and consent of the Senate and:

(1) Makes recommendations to the Administrator on the selection and appointment of the Deputy CFO, the Director of Budget, the Director of Business Integration, the Director of Financial Management, and the Director of Quality Assurance.

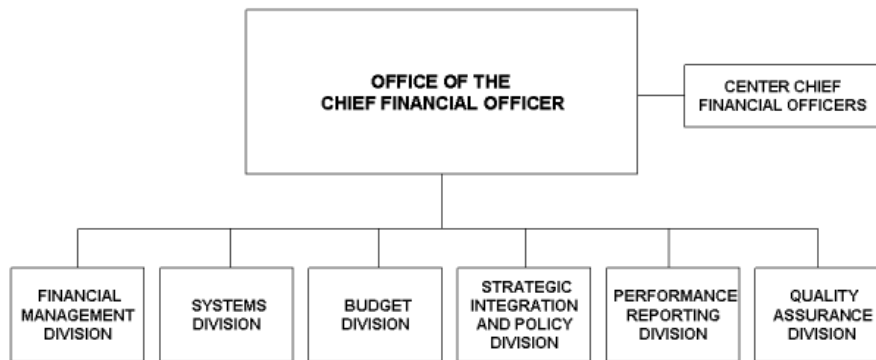
(2) Serves as primary interface with the congressional committees, especially appropriations, on issues dealing with budget and financial matters.

c. The Director of Budget, located in the Office of the CFO, serves as the principal administrative official for Agency funds and resources and directs, monitors, and approves the structure of budget formulation and execution, cost analysis, apportionments, and allotments.

4.8.4 LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer and Associate Deputy Chief Financial Officer.

Change 8...August 8, 2007

OFFICE OF THE CHIEF FINANCIAL OFFICER



Change 29...September 24, 2008

4.9 Office of the Chief Information Officer

4.9.1 MISSION. The Office of the Chief Information Officer provides leadership, planning, policy direction, and oversight for the management of NASA information and all NASA information technology (IT) in accordance with the responsibilities required by the Clinger-Cohen Act of 1996, the Paperwork Reduction Act of 1995, the E-Government Act of 2002, the Federal Information Security Management Act of 2002, and the Privacy Act of 1974. The Chief Information Officer (CIO) is the principal advisor to the Administrator and other senior officials on matters pertaining to information technology, the NASA Enterprise Architecture, and IT security.

4.9.2 RESPONSIBILITIES. The CIO reports to the NASA Deputy Administrator and is responsible for:

a. Defining IT program objectives and top-level requirements and monitoring program performance, as well as effectiveness and efficiency of IT programs and processes.

b. Developing and overseeing Agency-wide policies, strategies, program, and processes for the management of IT investments and services. Providing for effective governance (i.e. allocation of decision rights) of IT by developing appropriate policies, procedural requirements, standards,

and performance measures. The governance structure and processes will include appropriate delegations of responsibility, authority and accountability, and evaluation of performance, aligned with delivering the results required by NASA and applicable laws and regulations.

c. Ensuring statutory, regulatory, and fiduciary compliance.

d. Developing, maintaining, and facilitating the implementation of the NASA Enterprise Architecture (EA), which is the framework for ensuring alignment of all NASA IT investments with mission and business needs.

e. Leading the development and maintenance of the NASA Information Resources Management Strategic Plan and roadmap to guide the Agency's IT programs and align policies, procedures, guidelines, standards, and capabilities with Agency strategy.

f. Maximizing the value and assessing and managing the risks of the IT plans and investments for NASA through an IT Capital Planning and Investment Control (CPIC) process that is integrated with Agency processes for making budgetary, financial, and program management decisions for all NASA IT.

g. Serving as advisor to the NASA leadership and management on IT strategic direction, as well as planning, acquisition, and management of information resources.

h. Managing NASA's IT systems as a joint responsibility with the NASA Centers, Mission Directorates, and Mission Support Offices. The Centers, Mission Directorates, and Mission Support Offices have responsibility for the applications, while the CIO has overarching responsibility for ensuring alignment of those applications with the NASA EA and for all aspects of the IT infrastructure in which those applications reside.

i. Ensuring appropriate confidentiality, integrity, and availability of all NASA's information assets by establishing and enforcing Agency-wide policies, protocols, and procedures for IT security, records management, and privacy.

j. Ensuring that NASA's information assets are acquired and managed consistent with Federal legislation, architecture, policies, procedures, and standards, and that the NASA Information Resources Management strategy is in alignment with NASA's Vision for Space Exploration (VSE), mission, and strategic goals.

k. Identifying IT systems investments that would result in shared benefits or costs for NASA, other Federal agencies, or state and local governments.

l. Ensuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions, in order to support the most efficient and effective provision of IT services to the Agency as a whole.

m. Ensuring that the NASA workforce possesses the requisite knowledge and skills in IT and information resources management.

n. In concurrence with Center Directors, approving the assignment, promotion, discipline, and relief of the principal CIO at each Center, and assessing their performance. Providing a written evaluation of the principal CIO at each Center, which shall be attached to each individual's annual performance appraisal.

o. In concurrence with Center Directors, determining the appropriate staffing complement for Center CIO offices.

p. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda Expanded Electronic Government. Providing oversight for all Agency E-Government initiatives.

q. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.

r. Providing input to the Crosscutting Strategies for Mission Support (CSMS) that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Executes the CSMS in alignment and support of the Agency mission and VSE. Manages the MSO functions by reducing institutional risk to missions.

s. Leading the development of an integrated set of goals, objectives, and metrics for the assigned Integrated Product Team (IPT) area (i.e., workforce, infrastructure, finance, management systems, or stakeholder commitment) and documenting this in an annual white paper to be attached to the CSMS. The IPT role includes review and prioritization of individual inputs from the Mission Support Offices (MSO) and working with the MSOs, Mission Directorates, and Centers to ensure alignment of the IPT strategy to Agency goals and objectives.

t. Leading the Integrated Enterprise Management Program, which is responsible for developing, implementing, and operating Agency-wide business systems.

4.9.3 SPECIAL RELATIONSHIPS

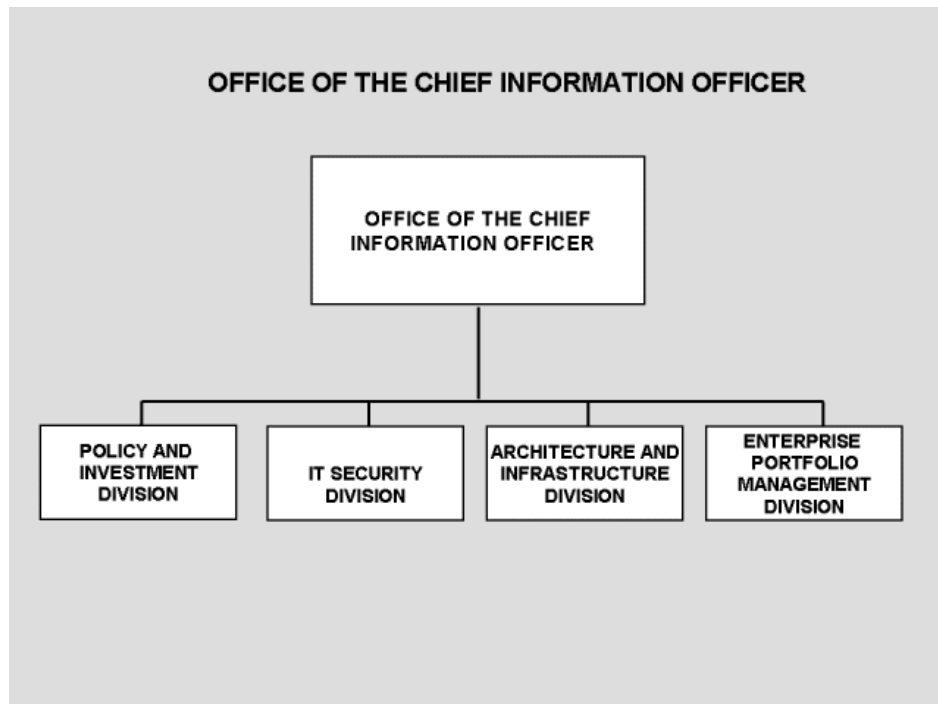
4.9.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.9.3.2 Works in cooperation with the Chief Financial Officer to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.9.3.3 Works in conjunction with the Office of Security and Program Protection to provide for the certification and accreditation of information systems.

4.9.4 LINE OF SUCCESSION. In the following order: Deputy CIO; Deputy CIO for Information Technology Security; Associate CIO for Architecture and Infrastructure.

Change 20...March 21, 2008



Change 20...March 21, 2008

4.10 Office of the Chief Engineer

4.10.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and program/project management. It serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also, it is responsible for Agency-level standards and policies as applied to engineering and program management.

4.10.2 RESPONSIBILITIES

The Chief Engineer reports to the NASA Associate Administrator and is responsible for:

- a. Providing leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:
 - 1) Engineering and related technical disciplines, including systems engineering and technical integration.
 - 2) Program and project management, including earned value management and program integration.
- b. Serving as the principal advisor to the Administrator on matters pertaining to the technical readiness of NASA programs and projects.
- c. Assessing the adequacy, quality, and effectiveness of engineering work and program/project management Agency-wide and recommending or directing improvements in these areas where appropriate.
- d. Coordinating the application of technical resources to support engineering work, including lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.
- e. Providing leadership to define the tools, processes, facilities, and engineering resources needed to improve the Agency's technical excellence.
- f. Overseeing of the NASA Engineering and Safety Center (NESC).
- g. Establishing and maintaining Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.
- h. Establishing and maintaining the Agency-wide process and requirements for program and project management. This includes maintenance and update of NPR 7120.5, NASA Program and Project Management Processes and Requirements.
- i. Providing leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.
- j. Implementing and managing Agency-wide mandatory curriculum for program/project managers, systems engineers, and discipline engineers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum with needed competencies for the future of NASA.
- k. Coordinating with the Office of Human Capital Management to ensure that new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.
- l. Conducting and integrating periodic and ad hoc programmatic and technical assessments of programs and projects.
- m. Providing leadership and oversight for the Agency's Inventions and Contributions Board.
- n. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Execute the MSIP in alignment and support of the Agency mission and vision. Manage the MSO functions by reducing institutional risk to missions.
- o. Ensuring statutory, regulatory, and fiduciary compliance.

p. Serving as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.

q. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.

4.10.3 SPECIAL RELATIONSHIPS

4.10.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

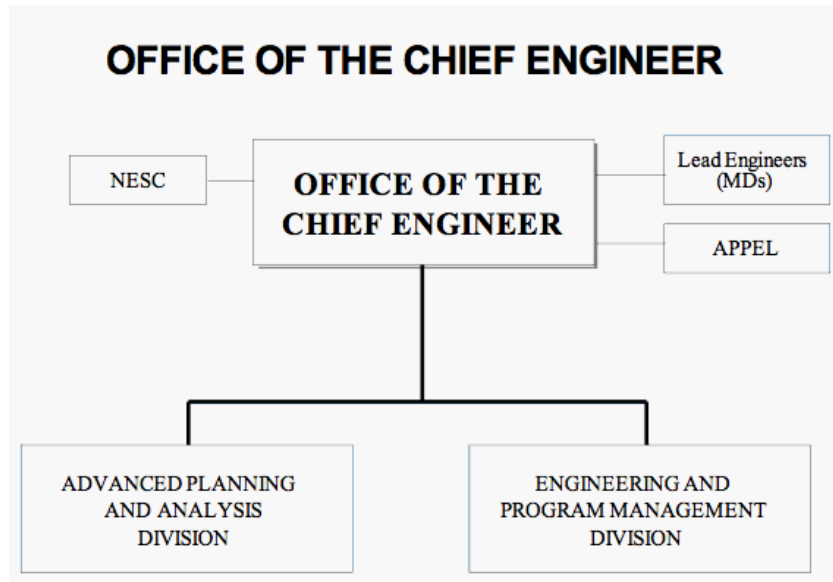
4.10.3.2 In addition, the Chief Engineer provides policy direction to and oversight of the:

a. Systems Management Offices (SMO) at the Centers and, in conjunction with the Center Directors, assigns review topics for specific SMOs.

b. Lead Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers and, through them, within programs and projects.

c. Engineering Management Board for engineering infrastructure and practices.

4.10.4 LINE OF SUCCESSION. In the following order: Deputy Chief Engineer, Deputy for Management.



4.11 Office of Institutions and Management

4.11.1 MISSION. This Mission Support Office provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. It focuses on improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

4.11.2 RESPONSIBILITIES. The Associate Administrator for Institutions and Management reports to the NASA Deputy Administrator and is responsible for:

a. Overseeing management of the functional areas of the Offices of Diversity and Equal Opportunity, Human Capital Management, Infrastructure and Administration, Internal Controls and Management Systems, Headquarters Operations, Procurement, Security and Program Protection, Small Business Programs, Budget Management and Systems Support, and the NASA Shared Services Center.

b. Ensuring that NASA Headquarters is provided all the institutional services and products necessary to support effective operations.

c. Ensuring integration and alignment of mission support activities in support of Agency strategic needs.

d. Ensuring that personnel competencies and facility capabilities required to meet NASA's strategic needs are identified and provided.

e. Ensuring statutory, regulatory, and fiduciary compliance.

f. Achieving consistency of approach to improve functional performance across the Agency.

g. Monitoring program performance, as well as the effectiveness and efficiency of programs and processes.

h. Providing an integrated projection of functional activities with associated costs and workload implications for Headquarters and across the Agency.

i. Managing the Headquarters Corporate Management and Operations budget processes.

j. Interfacing with the NASA Deputy Administrator, the Associate Administrator, and the Chief of Staff to ensure integration and alignment of mission support activities in support of Agency strategic needs.

k. Serving as a liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.

l. Overseeing reporting as required by the Congress, the Office of Management and Budget, and other external bodies.

m. Assessing individual mission statements for the Functional Offices listed below that report to the Office of Institutions and Management:

[4.11.2.1 Diversity and Equal Opportunity.](#)

[4.11.2.2 Human Capital Management.](#)

[4.11.2.3 Infrastructure and Administration.](#)

[4.11.2.4 Internal Controls and Management Systems.](#)

[4.11.2.5 Procurement.](#)

[4.11.2.6 Security and Program Protection.](#)

[4.11.2.7 Small Business Programs.](#)

4.11.2.8 NASA Shared Services Center.

[4.11.2.9 Headquarters Operations.](#)

[4.11.2.7 Budget Management and Systems Support.](#)

(The NASA Shared Services Center mission statement is maintained under Chapter 5 (5.11) NASA Shared Services Center because of its role as a Technical Service and Support Center.)

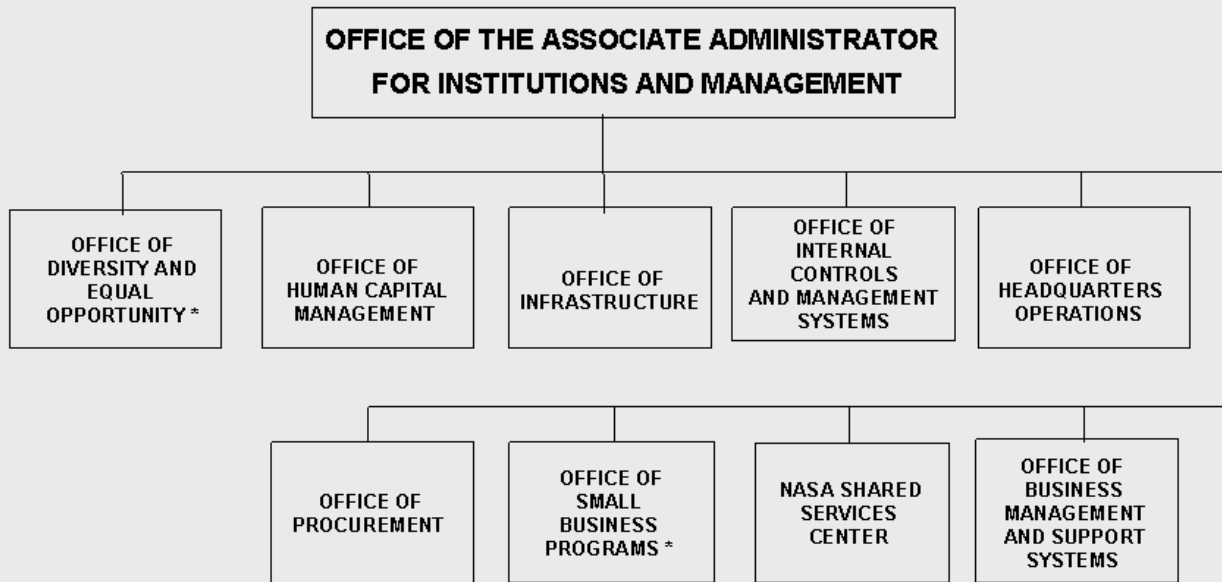
4.11.3 SPECIAL RELATIONSHIPS

The Associate Administrator serves as a member of NASA's Program Management Council and Operations Management Council.

4.11.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Human Capital Management; Assistant Administrator for Infrastructure and Administration; Executive Director for Headquarters Operations; Assistant Administrator for Procurement; and Executive Director for the NASA Shared Services Center.

Change 15...December 9, 2007

OFFICE OF INSTITUTIONS AND MANAGEMENT



* In accordance with law, the offices of Diversity and Equal Opportunity and Small Business Programs maintain reporting relationships to the Administrator and Deputy Administrator.

Change 39...November 3, 2008

4.12 Office of the General Counsel

4.12.1 MISSION. The General Counsel establishes Agency-wide legal policy, provides legal advice, assistance, and Agency-wide functional guidance, ensures the appropriateness of all legal actions and activities Agency-wide, and provides binding formal legal opinions on Agency matters. With respect to legal matters and issues, the General Counsel further ensures consistency of approach, eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters, the Centers, and separate NASA entities.

4.12.2 RESPONSIBILITIES. The General Counsel reports to the NASA Deputy Administrator. The General Counsel's duties include:

- a. Providing legal services related to all aspects of NASA activities and rendering final, binding Agency decisions on the legal sufficiency of actions proposed by, arising within, or referred to NASA, including the definitive legal interpretation and consistent application of NASA policies, applicable statutes, regulations, and/or other authorities, while maintaining functional cognizance over all legal services rendered Agency-wide.
- b. Administering the NASA intellectual property law program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.
- c. Administering the NASA commercial practice law program, including the obligation to provide advice and counsel and ensure appropriate coordination of all legal issues relating to enterprises or initiatives of interest to the Agency of a commercial nature (including, but not limited to, other transaction authority agreements and activity, such as innovative partnership programs, as well as commercialization of space exploration and space transportation matters) and continuation of process improvements and dialogue with NASA commercial providers to ensure the most efficient and effective procurement processes are in place and that mutual resolution of organizational conflicts of interest and other impediments to commercial interaction are reduced to the maximum extent possible.
- d. Administering the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercising administrative control over the Agency-wide Ethics Team.
- e. Reviewing the NASA legislative program and NASA-proposed Executive orders for legal compliance, sufficiency, and policy consistency.
- f. Serving as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act that fall under the cognizance of the Inspector General and those within the specified purview of the NASA Office of Security and Program Protection).
- g. Serving as the NASA liaison with the Executive Office of the President concerning Executive orders.
- h. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executes the MSIP in alignment and support of the Agency mission and VSE. Manages the MSO functions by reducing institutional risk to missions.
- i. Providing direct supervisory oversight over the Agency Acquisition Integrity Program, a multidisciplinary group resident in the Office of the General Counsel, but combining the expertise of the Inspector General, Office of Procurement, and other NASA entities involved with contracts, procurement, and assurance of procurement integrity issues. This program ultimately reports to the Deputy Administrator (or other designated non-career senior official), as the Agency's Chief Acquisition Officer and Suspension and Debarment Authority and coordinates educational efforts for procurement personnel, Agency actions to identify and coordinate activity involving procurement integrity issues, and ensures appropriate remedies in the interests of the Agency.
- j. Assigning legal counsel to represent NASA interests in all judicial or administrative proceedings.
- k. Providing legal representation for NASA in all Agency negotiations, including those involving foreign governmental or nongovernmental participation and formal regulatory processes.
- l. Investigating, analyzing, determining, settling, or adjudicating administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.
- m. Executing appropriate releases from liability for any demands asserted administratively by or against NASA.
- n. Accepting service of process of all papers in official legal proceedings served upon NASA and executing Certificates of Full Faith and Credit on behalf of NASA.
- o. Reviewing and determining the legal sufficiency of all NASA regulations, directives, and internal instructions and policies prior to their enactment or the enactment of any revision.
- p. In concurrence with Center Directors, approving the assignment, promotion, discipline, and relief of the principal legal official at each Center and assessing their performance. Provides a written evaluation of the principal legal official at each Center, which shall be attached to each individual's annual performance appraisal.
- q. In concurrence with Center Directors, determining the appropriate staffing complement for Center Chief Counsel Offices.
- r. Developing a consistent approach to recruitment, training, and retention of legal professional and support staff to accomplish current and projected future missions, and maintaining an Agency training and development planning process designed to foster and mentor candidates for succession to positions of leadership in the legal community, including oversight and administration of NPR 3400.1, Training and Development for the NASA Legal Staff.
- s. Ensuring the quality and sufficiency of legal advice provided to NASA Agency-wide.
- t. Ensuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to ensure the most efficient and effective provision of legal services to the Agency as a whole.
- u. Developing and maintaining an effective and efficient system of information-sharing to enable Agency-wide access to legal research, opinions, and issue resolutions.
- v. Ensuring concurrence from the affected Mission Directorates and Mission Support Offices prior to the imposition of any requirements or policy upon the Agency that will have a significant monetary or time impact on the resources of Mission Directorates, Centers, or Mission Support Offices.
- w. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.

4.12.3 SPECIAL RELATIONSHIPS.

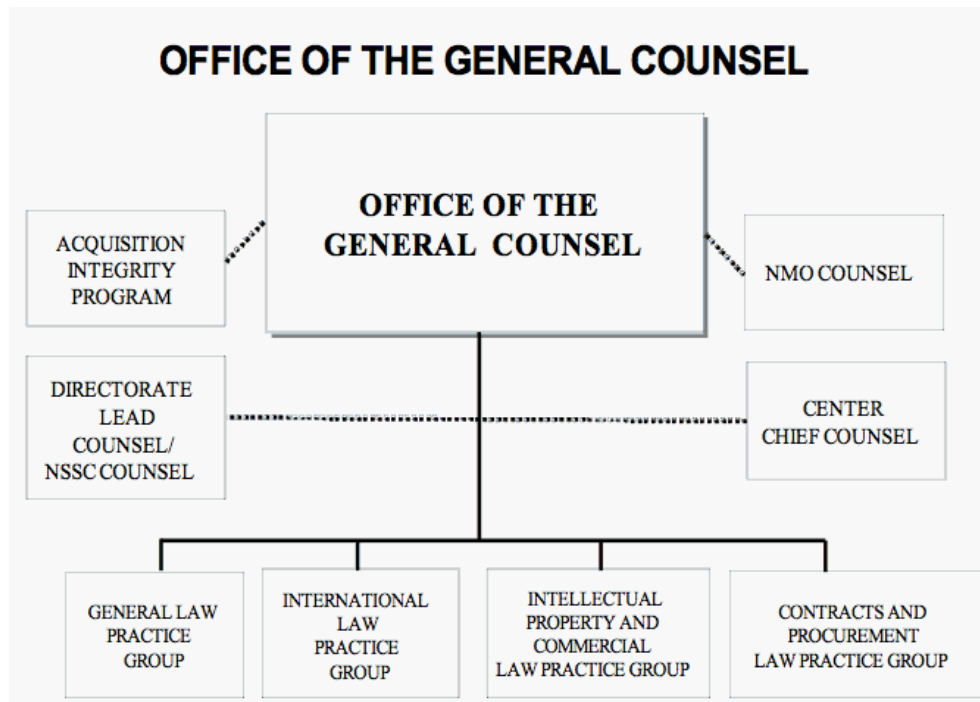
4.12.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations

Management Council (OMC).

4.12.3.2 Directorate Lead Counsel. The General Counsel assigns Directorate Lead Counsel (DLC) -- experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices -- to career development positions as "embedded" assets for periods of 12-18 months to Mission Directorates, Mission Support Offices, or other NASA entities by specific agreement between the entity and the General Counsel. DLCs are tasked to provide full-time, on-scene legal support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.12.3.3 Counsel for NASA Activities Other Than Centers. The General Counsel is responsible for legal support to all non-Center NASA activities Agency-wide, including, but not limited to, the NASA Shared Services Center (NSSC) and NASA Management Offices currently existing or developed in the future. The General Counsel will directly assist the Directors of such offices and Centers in staffing and will retain cognizance over professional and support staff personnel assignments to these activities.

4.12.4 LINE OF SUCCESSION. In the following order: Deputy General Counsel (Administration and Management); Deputy General Counsel (Legal Matters); Associate General Counsel (International Law Practice Group); Associate General Counsel (Contracts and Procurement Law Practice Group); Associate General Counsel (General Law Practice Group); and Associate General Counsel (Intellectual Property and Commercial Law Practice Group).



4.13 Chief of Strategic Communications

4.13.1 MISSION. The Chief of Strategic Communications works to promote effective NASA communications by ensuring synergy and strategic focus among the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs. The Assistant Administrators for the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs each reports to the Chief of Strategic Communications. Each office similarly maintains liaison with all other Officials-in-Charge of Headquarters Offices and Center Directors.

4.13.2 RESPONSIBILITIES. The Chief of Strategic Communications reports to the NASA Deputy Administrator and is responsible for:

a. Developing a strategic communications approach for guiding the activities of the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs including:

- (1) Designing and implementing strategies and tactics that support NASA's mission.
- (2) Advising the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff on long-range and day-to-day activities involving Agency policy and communications activities.
- (3) Providing Agency-wide standards for outreach activities and products.
- (4) Developing the ability/flexibility to give timely strategic guidance.
- (5) Developing Agency-wide internal communications policies and instruments.
- (6) Building and maintaining the NASA brand.
- (7) Developing, in coordination with the Office of the Administrator, communications for matters of policy, budgets, and mission.
- (8) Monitoring program performance, as well as effectiveness and efficiency of programs and processes.

b. Ensuring the quality of strategic communication activities and achieving consistency of approach, where appropriate, across the Agency.

c. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Manage the MSO functions by reducing institutional risk to missions.

d. Ensuring that the development of written annual implementation plans for the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs support the strategic communications plan of NASA, are both strategic and operational in nature, and work synergistically and harmoniously across functional support offices, Mission Directorates, and Centers.

e. Holding the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs accountable for their annual performance as well as setting specific strategies applicable to each office's functions in support of the Agency's priorities.

f. Individual mission statements for the functional offices reporting to the Office of the Chief of Strategic Communications can be accessed below.

[4.13.2.1. Office of Communications Planning.](#)

[4.13.2.2. Office of Education.](#)

[4.13.2.3. Office of Legislative and Intergovernmental Affairs.](#)

[4.13.2.4. Office of Public Affairs.](#)

g. Reviewing and approving, prior to imposition, any mandates initiated by the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs that have significant strategic communication impact on Mission Directorates, Centers, or other Functional Support Offices.

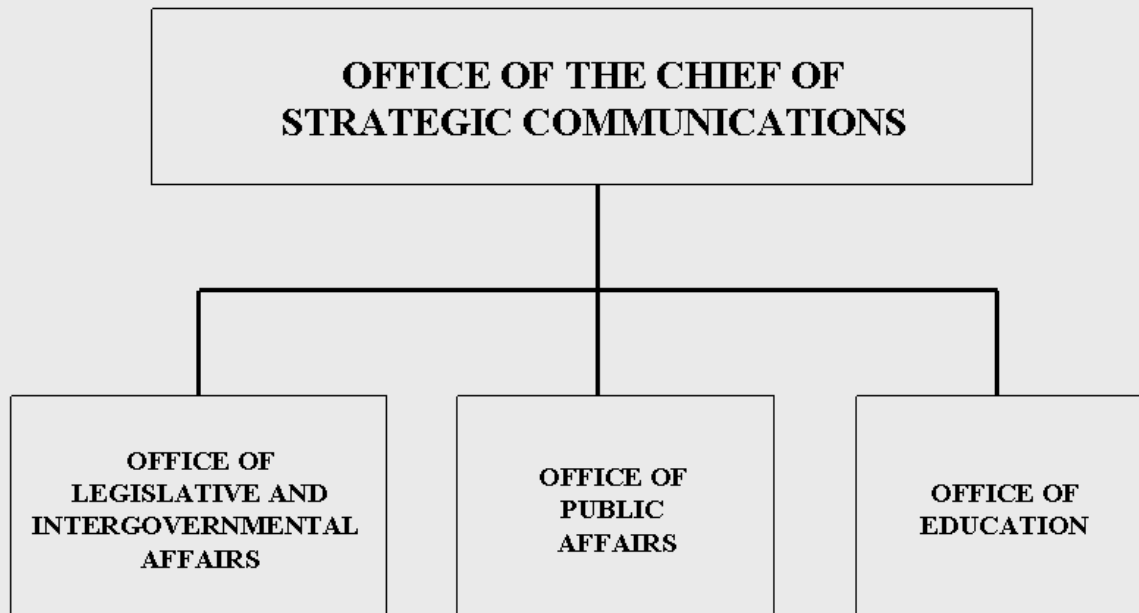
h. Establishing a strategic communications structure that supports all NASA functions and activities.

i. Performing for long-range strategic scheduling and planning activities related to NASA communication.

4.13.3 SPECIAL RELATIONSHIPS. The Chief of Strategic Communications serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.13.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Communications Planning; Assistant Administrator for Public Affairs; Assistant Administrator for Legislative and Intergovernmental Affairs; and the Assistant Administrator for Education.

OFFICE OF STRATEGIC COMMUNICATIONS



Change 38...October 31, 2008

4.14 Office of External Relations

4.14.1 MISSION. This Functional Support Office serves as the coordinator of all NASA international cooperative and reimbursable activities and partnerships; coordinates Agency-level policy interactions with U.S. executive branch departments and agencies; and is the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense.

4.14.2 RESPONSIBILITIES. The Assistant Administrator for External Relations reports to the Deputy Administrator and is responsible for:

- a. Directing NASA's international relations through the development, coordination, and implementation of Agency international policies and the development, coordination, and negotiations of NASA international agreements.
- b. Serving as the principal advisor to the Office of the Administrator and providing consultation to NASA officials on matters involving external/international relations.
- c. Disseminating information on foreign aerospace-related developments of programmatic interest to other NASA offices.
- d. Serving as the coordinator of Agency-level interaction with U.S. executive branch offices and agencies, ensuring that the implementation of Agency programs is consistent with the U.S. Government domestic and foreign policies, and facilitating NASA participation in selected interagency forums.
- e. Serving as the focal point for Agency-wide Export Control Program and J-1 Visitor program and overseeing all NASA foreign travel.
- f. Serving as the Agency focal point for advisory committees and Federal Government-wide commissions and advisory activities.
- g. Managing the NASA History Division.
- h. Ensuring statutory, regulatory, and fiduciary compliance.
- i. Monitoring program performance, as well as effectiveness and efficiency of programs and processes.
- j. Providing liaison to external organizations performing similar functions and who establish Government-wide policies and requirements.
- k. Overseeing reporting as required by Congress, OMB, and other external bodies.
- l. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Managing the MSO functions by reducing institutional risks to missions.

4.14.3 SPECIAL RELATIONSHIPS.

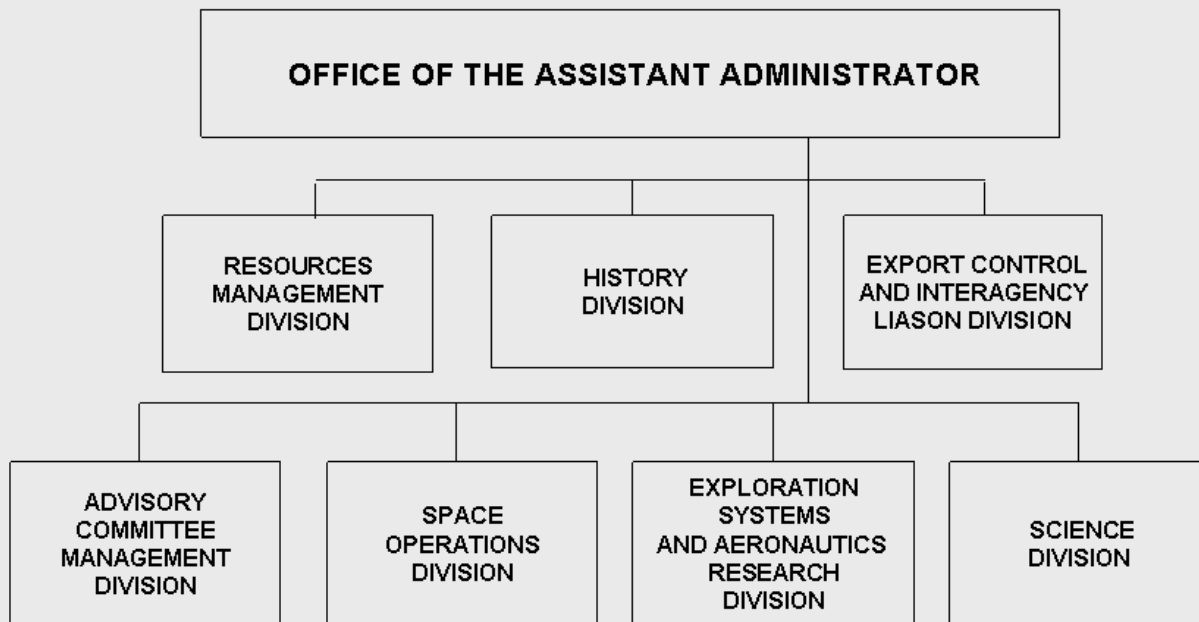
4.14.3.1 Serves as a member of NASA's Strategic Management Council (SMC).

4.14.3.2 The Assistant Administrator for External Relations assigns international program specialists to selected Mission Directorates that are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators and their staffs, providing international relations support. The International Program Specialists report to the relevant External Relations Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for External Relations.

4.14.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Director, Advisory Committee Division; Director, Export Control and Interagency Liaison Division; Director, Science Division; Director, Space Operations Division; and Director, Exploration Systems and Aeronautics Research Division.

Change 23...May 20, 2008

OFFICE OF EXTERNAL RELATIONS



Change 40...November 3, 2008

4.15 Office of the Inspector General

4.15.1 OFFICE MISSION. The Office of the Inspector General was created as an independent and objective unit by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

4.15.2 RESPONSIBILITIES. The Inspector General (IG) is responsible for the following:

- a. Audits and reviews programs and operations to determine whether information is reliable; resources have been safeguarded; funds have been expended in a manner consistent with related laws, regulations, and policies; resources have been managed economically and efficiently; and desired program results have been achieved.
- b. Investigates complaints or information received concerning the possible violation of laws, rules, and regulations, and mismanagement, gross waste of funds, abuse of authority, or substantial and specific dangers to the public health and safety.
- c. Reports expeditiously to the Attorney General whenever there are reasonable grounds to believe there has been a violation of Federal criminal law.
- d. Submits an annual report on the NASA financial statement to the Administrator.
- e. Submits reports, reviews, and evaluations to Congress.
- f. Develops and executes the IG budget and controls and expends funds in a separate appropriation account for the OIG.
- g. Selects, appoints, and employs such officers and employees and secures services as may be necessary for carrying out the functions of the offices, as provided for under the IG Act.
- h. Exercises other powers and responsibilities provided by the IG Act and other legislation.
- i. Serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.
- j. Provides semiannual reports to the Administrator and Congress, summarizing the activities of the OIG during the preceding 6-month period.

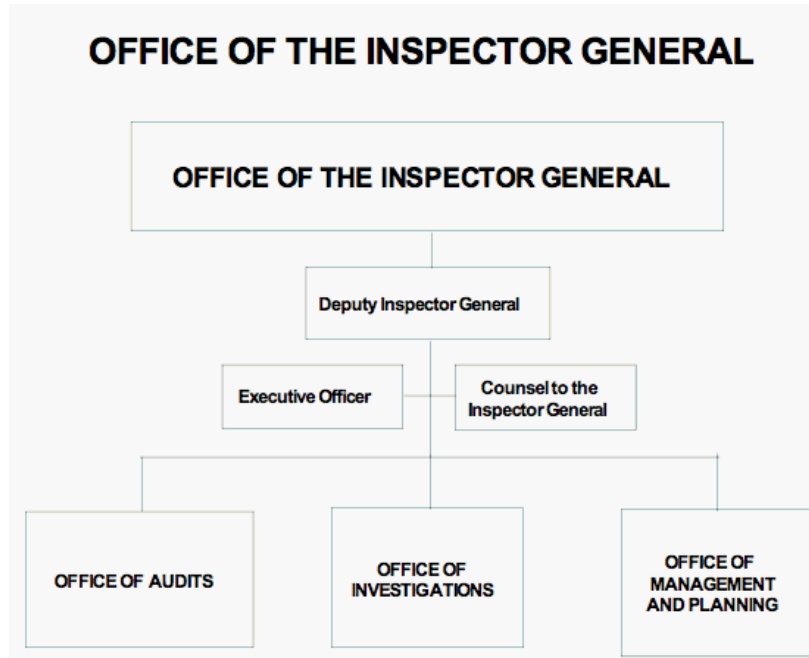
4.15.3. SPECIAL RELATIONSHIPS

4.15.3.1 The IG is appointed by the President, with the advice and consent of the U.S. Senate.

4.15.3.2 The IG reports directly to the Administrator; however, in accordance with the Inspector General Act, as amended, neither the Administrator nor the Deputy Administrator will prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena.

4.15.3.3 The IG has staff who report directly to the OIG at Headquarters. Staffs are located at NASA Centers, Component Facilities, and at the Jet Propulsion Laboratory.

4.15.4 LINE OF SUCCESSION. In the following order: Deputy Inspector General; Counsel to the Inspector General; Assistant Inspector General for Auditing; and Assistant Inspector General for Investigations.



4.16 OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER

4.16.1 MISSION. The Office of the Chief Health and Medical Officer (OCHMO) serves as the focal point for policy formulation, oversight, coordination, and management of all NASA health and medical matters in all environments, and medical emergency preparedness and contingency operations and response.

4.16.2 RESPONSIBILITIES. The Chief Health and Medical Officer (CHMO) reports to the NASA Deputy Administrator and is responsible for:

- a. Providing review and oversight of health care delivery, assurance of professional competency, and quality and consistency of health care services Agency-wide.
- b. Formulating health care and medical policies for, and providing oversight of, activities related to crew health and medical operations for exploration in and beyond low-Earth orbit.
- c. Establishing and maintaining medical and human health-related standards and appropriate levels of medical care, for all NASA activities, and developing and implementing processes for approving these standards.
- d. Serving as the Agency Technical Authority for all health and medical requirements and matters.
- e. Working with Mission Directorate Associate Administrators to review all human health-related program plans and requirements for compliance with established medical and health-related standards and practices.
- f. Reviewing and approving medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.
- g. Ensuring Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of research involving human and animal subjects.
- h. Ensuring Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of medical practice.
- i. Supporting the Mission Directorates as appropriate regarding selection of research and development projects relative to research subjects, human health, and medical matters.
- j. Supporting the Space Operations Mission Directorate in all activities pertinent to human space flight mission execution.
- k. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Managing the MSO functions by reducing institutional risks to missions.
- l. Ensuring coordination with the Office of External Relations when health and medical and research subject matters have implications for international partners or NASA's international activities.
- m. Coordinating NASA health and medical issues, policies, and programs with other NASA organizations, other Government agencies, industry,

international participants, and academia.

n. Ensuring that all employees shall be provided healthful workplaces free from exposures to harmful substances or conditions.

o. Serving as the Designated Agency Safety and Health Officer (DASHO) liaison to the Department of Labor.

4.16.3 SPECIAL RELATIONSHIPS

4.16.3.1 The CHMO is the principal advisor to both the Administrator and the Deputy Administrator, on health and medical requirements, matters of astronaut health, research subject protection, and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments.

4.16.3.2 The CHMO serves as the NASA liaison to the Occupational Safety and Health Administration, along with representatives from the Office of Safety and Mission Assurance.

4.16.3.3 The OCHMO serves as primary NASA liaison to the Department of Health and Human Services, the Department of Defense, the Department of Homeland Security, the Department of Transportation, and other Federal departments concerning health and medical matters, and research subject protection as appropriate.

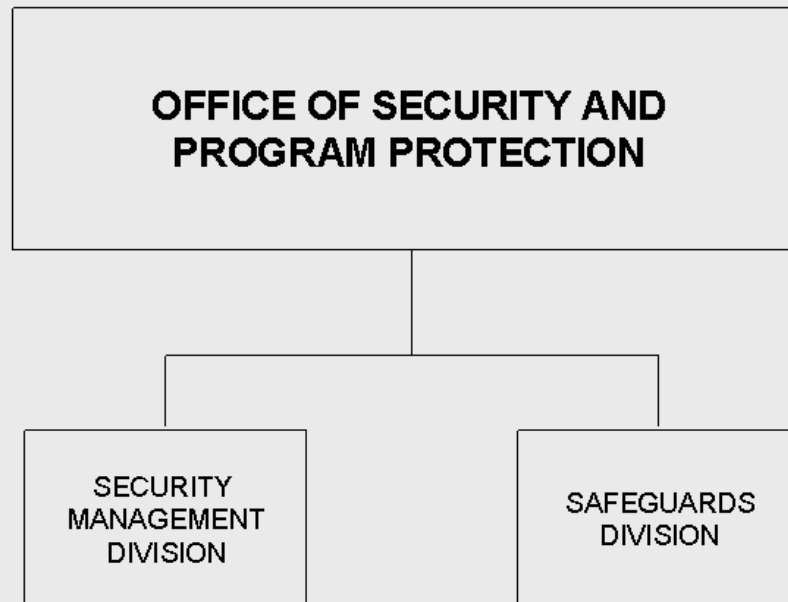
4.16.3.7 The OCHMO maintains a standing committee of the Institute of Medicine to advise NASA on Aerospace Medicine and Medicine of Extreme Environments.

4.16.4 LINE OF SUCCESSION. In the following order: Director, Medicine of Extreme Environments Division and Director, Occupational Health Division.



4.17 Office of Security and Program Protection

OFFICE OF SECURITY AND PROGRAM PROTECTION



Change 36...October 10, 2008

4.18 Innovative Partnerships Program Office

4.18.1 MISSION. The Innovative Partnerships Program Office (IPPO) provides needed technology and capabilities for NASA's Mission Directorates' programs and projects through investments and partnerships with industry, academia, Government agencies, and National Laboratories. IPPO also facilitates the transfer of technology developed by NASA for commercial application and other benefits to the Nation. As one of NASA's Mission Support Offices, IPPO supports all Mission Directorates and has program offices at each of the Centers. In addition to leveraged technology investments, dual-use technology-related partnerships, and technology solutions for NASA, IPPO enables cost avoidance, and accelerates technology maturation. IPPO also encourages and facilitates the pursuit of appropriate partnerships with the emerging commercial space sector.

IPPO implements its mission through the following program elements: Technology Infusion which includes the Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) Programs and the IPP Seed Fund; Innovation Incubator which includes Centennial Challenges, Innovation Transfusion, and efforts to facilitate the purchase of services from and encourage partnerships with the emerging commercial space sector; and Partnership Development which includes Intellectual Property management and Technology Transfer, and new innovative partnerships.

Together these program elements increase NASA's connection to emerging technologies in external communities, enable targeted positioning of NASA's technology portfolio in selected areas, and secure NASA's intellectual property to provide fair access and to support NASA's strategic goals. Technology transfer through dual-use partnerships and licensing also creates many important socio-economic benefits for the Nation.

4.18.2 RESPONSIBILITIES. The Director for Innovative Partnership Program Office (IPPO) reports to the Associate Administrator and is responsible for:

- a. Establishing policy and providing strategic direction, oversight, budget allocation, and executive management of the various IPP program elements, and implementation of those program elements on an Agency-wide basis.
- b. Implementing NASA's technology transfer activities, consistent with policy and legislation, including 15 USC Sec. 3710 (Utilization of Federal technology) and Executive Order No. 12591 (Facilitating Access to Science and Technology).
- c. Implementing NASA's SBIR Program, consistent with the Small Business Innovation Department Act of 1982 (PL-97-219).
- d. Implementing NASA's STTR Program, consistent with the Small Business Technology Transfer Program Act of 1992 (PL 102-564).
- e. Delivering technology to the Mission Directorates by originating and facilitating partnerships, including non-traditional partnerships, and by

targeting IPP investments such as SBIR/STTR and Seed Fund to Mission Directorate technology needs.

f. Implementing the IPP Investment Seed Fund with NASA's Field Centers to induce partnering with external entities on a cost shared basis for the purposes of developing technological innovations targeted to the Mission Directorates.

g. Conducting prize competitions through the Centennial Challenges program for the purposes of encouraging innovative solutions by the public to specific technical problems of NASA's Mission Directorates, consistent with legislative prize authority (P.L. 109-155, Section 314).

h. Ensuring that the Agency meets its statutory and regulatory obligations for Intellectual Property Management (42 USC 2457), which includes management of New Technology Reporting processes (NASA FAR supplement 1827), and conducting relevant assessments and evaluations for the purposes of protecting the USG's rights in its inventions (15 USC 3710), as well as licensing such technology for commercial application, other national benefit, and possible future use by NASA to meet mission needs.

i. Providing coordination and integration with Inventions and Contributions Board activities so as to strengthen New Technology Reporting compliance through recognition of accomplishments and monetary awards.

j. Encouraging and facilitating the pursuit of appropriate partnerships with the emerging commercial space sector, consistent with 42 USC 2473 (a)(3-4), through partnering and initiatives such as Facilitated Access to the Space environment for Technology development and Training (FAST).

k. Providing leadership and management oversight for the IPP offices at each of the ten NASA Field Centers, established in accordance with 15 USC 2710 (b) (Establishment of Research and Technology Applications Offices), and working with all Centers to ensure an integrated program that can best serve the technology needs of NASA's Mission Directorates, and transfer NASA technology to achieve the greatest benefit to the public.

l. Providing an information technology infrastructure to efficiently collect, compile, monitor, analyze, and report management data (including data on partnerships and licenses) to support decision-making.

m. Facilitating exchange and cross training among Center and HQ personnel, as well as other Government Agency and private sector personnel as appropriate, to create a robust environment for innovative technologies and processes that will benefit NASA's missions.

4.18.3 SPECIAL RELATIONSHIPS

a. Management of the SBIR and STTR Program Elements requires maintaining strong relationships with the Small Business Administration (SBA), which oversees the implementation of SBIR and STTR programs by eleven implementing Federal agencies; the SBA reviews the agencies' operations and results, and reports to Congress annually.

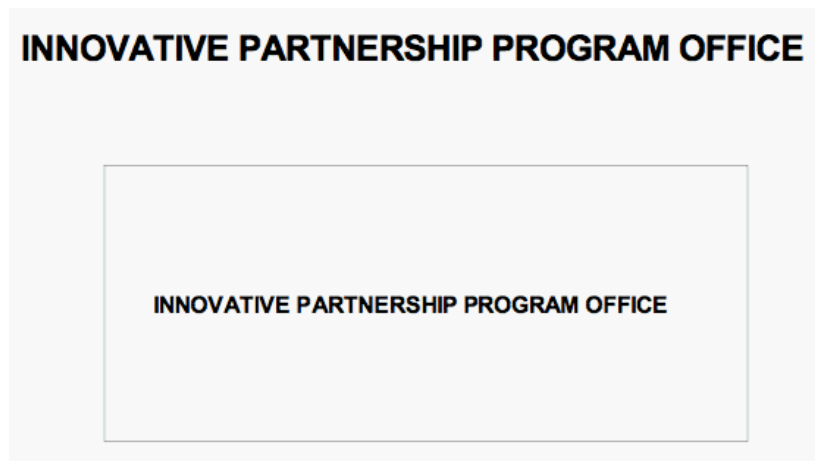
b. IPPO reports on NASA's technology transfer activities annually to the Department of Commerce, who in turn compiles NASA's information with that of other Federal agencies and reports to Congress in accordance with the Federal Technology Transfer Act 1986.

c. IPPO proactively engages the Mission Directorates and their programs and projects at the Centers for the purposes of maintaining knowledge of NASA's technology needs and infusing technologies developed through the IPP portfolio to meet those needs.

d. IPPO has an office at each Center, and works with all Centers to establish an integrated program that can best serve the technology needs of NASA's Mission Directorates, and transfer NASA technology to achieve the greatest benefit to the public.

4.18.4 LINE OF SUCCESSION. In the following order: Director, Deputy Director, Technology Infusion Program Executive, Innovation Incubator Program Executive, and Chief Technologist.

Change 16...January 17, 2008



4.19 Office Of Program And Institutional Integration

4.19.1 MISSION. On behalf of the NASA Deputy Administrator and the Associate Administrator, the Office of Program and Institutional Integration (OPII) integrates decision-making processes and identifies and resolves issues that cross programmatic and/or institutional lines; advocates for Centers at Headquarters, while working for the best interest of the Agency; and, provides independent, "non-partisan" leadership and decision making for selected cross-cutting initiatives.

4.19.2 RESPONSIBILITIES. The Director, Program and Institutional Integration, reports to the Deputy Administrator and the Associate Administrator and is responsible for the following:

a. Providing contract management and programmatic and institutional implementation oversight at the Jet Propulsion Laboratory, California Institute of Technology, and at the Applied Physics Laboratory, Johns Hopkins University.

b. Managing the International Deep Space Network contracts with the governments of Spain and Australia, as well as a number of interagency

acquisitions and other procurements.

- c. Serving as the focal point for Centers and Headquarters on matters relating to integration activities and initiatives.
- d. Balancing the competing requirements and priorities of Mission Directorates, Mission Support Offices, and Centers involving healthy programs, healthy Centers, core competencies, and external mandates.
- e. Providing analytical decision support to the Deputy Administrator and the Associate Administrator in their roles as Control Account Managers for the Corporate General and Administrative (G&A), Institutional Investments, and Center Management and Operations (CMO) budgets.
- f. Managing the Corporate G&A, Institutional Investments, and CMO budgets as delegated by the Principals.
- g. Conducting studies, as needed, concerning programmatic and institutional crosscutting issues.
- h. Conducting high-level reviews and analysis of projected and actual performance of Centers' support activities, in coordination with the cognizant Mission Support Offices.
- i. Providing input to the Mission Support Plan (MSP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.
- j. Executing the MSP in alignment with and support of the Agency's mission and Vision for Space Exploration.
- k. Providing oversight of reimbursable contract activities at the Centers.
- l. Providing oversight of the Sponsored Research and Education Support Services contract and support to the NASA customers of the contract for peer review, education, and meeting activities for the Agency.
- m. Serving as the Decision Authority and Chair of the Program Management Council (PMC) for the Integrated Enterprise Management Program.
- n. Serving as Chair of the Senior Assessment Team, which coordinates the development of NASA's Integrated Internal Control Plan, determines appropriate assessable units for review and analysis, identifies internal control deficiencies within the Agency's management systems, and recommends appropriate action in the overall best interests of the Agency.

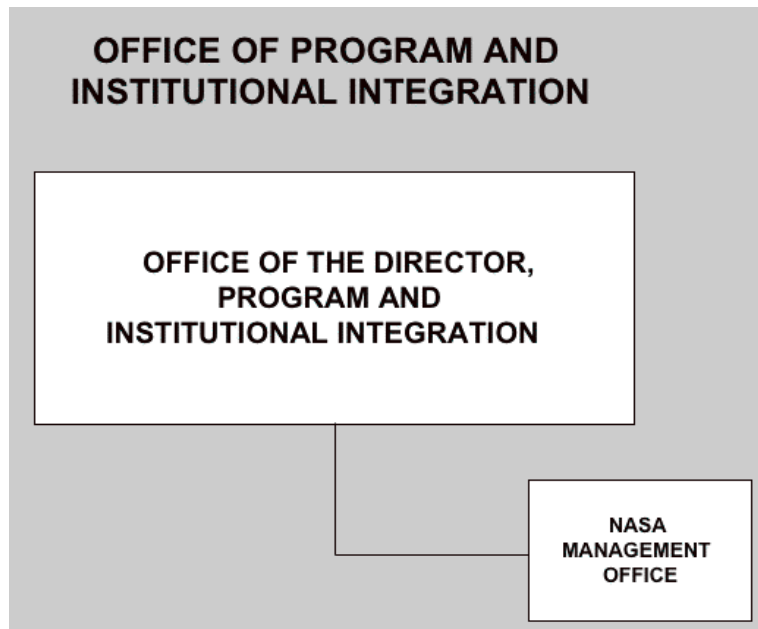
4.19.3 SPECIAL RELATIONSHIPS.

4.19.3.1 The Director, Program and Institutional Integration, serves as a member of NASA's Program Management Council.

4.19.3.2 The Office of the Chief Financial Officer provides the Office of Program and Institutional Integration with resource management support for the execution of the Corporate G&A and CMO budgets.

4.19.4 LINE OF SUCCESSION. Deputy Director, Program and Institutional Integration.

Change 16...January 17, 2008



Change 16...January 17, 2008

Chapter 5: Mission Statements and Organizational Charts for Centers as well as Technical and Service Support Centers

5.1 Ames Research Center

5.1.1 MISSION. Ames Research Center (ARC), located in California's Silicon Valley, enables exploration through selected developments, innovative technologies, and interdisciplinary scientific discovery. ARC provides leadership in Astrobiology; microsattelites; technologies for CEV, CLV, and HLV; the search for habitable planets; supercomputing; intelligent/adaptive systems; advanced thermal protection; and airborne astronomy. ARC develops tools for a safer, more efficient national airspace and unique partnerships benefiting NASA's mission.

5.1.2 RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.1.2.1 Specifically, the Center Director for ARC:

- a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and provides safety, reliability, and quality assurance for all Center activities.
- c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at ARC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at ARC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - 4) Provide for organizational and financial independence of the technical authorities at ARC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.
- d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- e. Coordinates and communicates ARC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- f. Contributes individually, and as part of the Center teams, essential technologies, subsystems, and capabilities to the CEV, CLV, and heavy lift launch vehicle, including thermal protection, launch mission systems, integrated systems health management, and ascent abort/crew escape logic.
- g. Provides leadership for NASA's astrobiology science mission to study the origin, evolution, distribution, and destiny of life in the universe.
- h. Oversees the NASA Astrobiology Institute (NAI) and its cadre of domestic and international partners; serves as the home base for the NAI administrative offices.
- i. Leads the science and technical management of NASA's airborne physical sciences missions. [Oversees the Stratospheric Observatory for Infrared Astronomy (SOFIA) Science Mission and Operations Center.]
- j. Leads the science and technical management of selected NASA missions (including the development of atmospheric probes) to search for habitable environments, understand the origin and evolution of life, and develop the tools needed for this exploration.
- k. Provides leadership for NASA information sciences and technology, particularly research in the critical subdisciplines of automated reasoning for autonomous systems, high-performance computing and networking, and human-centered computing. Performs Earth science investigations, in particular, ecosystems research supported by advanced supercomputing and modeling.
- l. Develops new applications to enable and enhance space exploration, in particular, techniques to reduce mass and increase vehicle payload capacity and advanced thermal protection systems for transportation and planetary-entry missions.
- m. Serves as a NASA leader in the area of IT security in support of the NASA Chief Information Officer.
- n. Provides leadership in defining concepts of operation and developing technologies to enable significant increases in the capacity of the Nation's air transportation system.
- o. Contributes pathfinding research to provide system-level analysis capability for flight vehicles in all speed regimes.
- p. Develops models of human performance and analysis capabilities for human-operated systems that are integral to enhancing the safety of flight vehicles and of the aviation system as a whole.
- q. Performs scientific investigations in-house and through extensive cooperative arrangements with the academic community and private sector within the United States and with foreign institutions; furnishes research and development support to industry and academia as an outgrowth of cooperative utilization of ARC-unique facilities.
- r. Provides research and technical leadership in the study of radiation biomarkers and countermeasures to mitigate effects of space radiation in human space flight.
- s. Implements innovative partnerships and collaborations with the private sector and academia through development of the NASA Research Park and establishment of the University Affiliated Research Center (with the University of California); accomplishes this in part through execution of Enhanced Use Leasing (EUL).
- t. Represents NASA and ARC in promoting and maintaining good public and community relations and providing for the widest practical and

appropriate dissemination of information concerning space activities.

u. Transfers technology to the public and private sectors and spins external technologies back into NASA programs and projects.

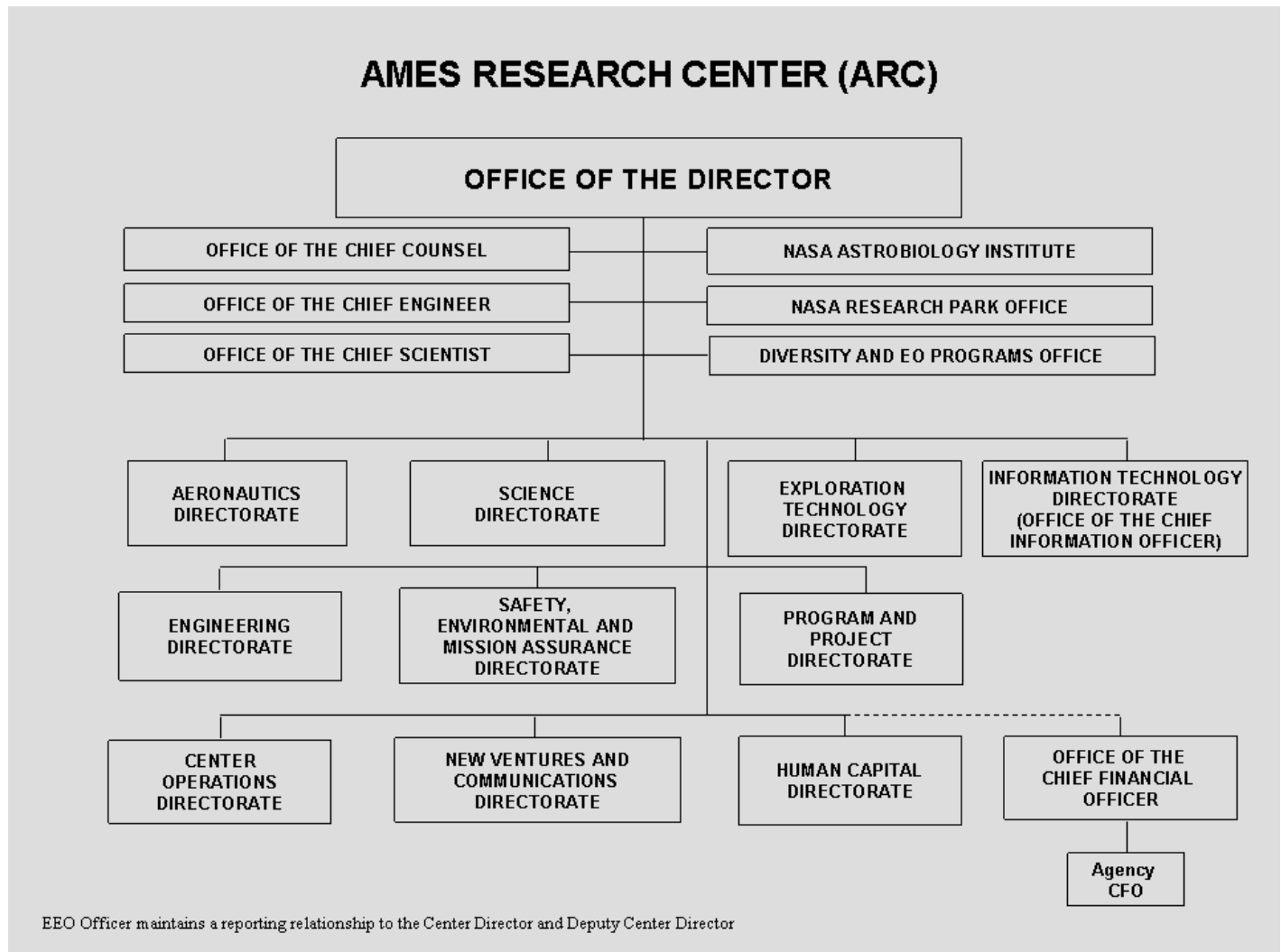
v. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at ARC. Also, provides the Agency CFO with a written evaluation of the principal financial official at ARC, which shall be attached to that individual's annual performance appraisal.

5.1.3 SPECIAL RELATIONSHIPS

5.1.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.1.3.2 ARC serves as host to other Federal, military, and civilian organizations, such as the California Air National Guard.

5.1.4 LINE OF SUCCESSION. In the following order: Deputy Director, Ames Research Center; Associate Director for Research and Institutions; Director of Center Operations; Director Strategic Communications and Development; Chief Financial Officer; Director of Aerospace; Director of Safety, Environmental, and Mission Assurance; Director of Science; Chief Counsel; and Director of Exploration Systems.



Change 25...June 12, 2008

5.2 Dryden Flight Research Center

5.2.1 MISSION. Advancing technology and science through flight. The Dryden Flight Research Center (DFRC), located at Edwards Air Force Base, California, performs flight research and technology integration to revolutionize aviation and pioneer aerospace technology, validates space exploration concepts, conducts airborne remote sensing and science missions, enable airborne astrophysics observation missions to discover the origin, structure, evolution, and destiny of the universe, and supports operations of the Space Shuttle and the International Space Station for NASA and the Nation. Dryden supports activities in all four of NASA's Mission Directorates.

5.2.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.2.2.1 Specifically, the Center Director for DFRC:

a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.

b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.

c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at DFRC. This role requires the Center Director to:

1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at DFRC.

2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.

3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at DFRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates DFRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and DFRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at DFRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at DFRC, which shall be attached to that individual's annual performance appraisal.

5.2.2.3 Formulates and conducts piloted and unpiloted flight research and test projects in disciplinary technologies, integrated aerospace systems, and advanced concepts to meet current and future Agency missions in aeronautics, sciences, and space exploration.

5.2.2.4 Develops, manages, and maintains research and science platform aircraft, flight test bed aircraft, and flight facilities to support safe, timely, and cost-effective NASA flight projects and to support industry, university, and other Government agency flight programs.

5.2.2.5 Provides operational and technical support for the conduct of Space Shuttle and International Space Station missions and for the validation of new and experimental space exploration concepts.

5.2.3 SPECIAL RELATIONSHIPS

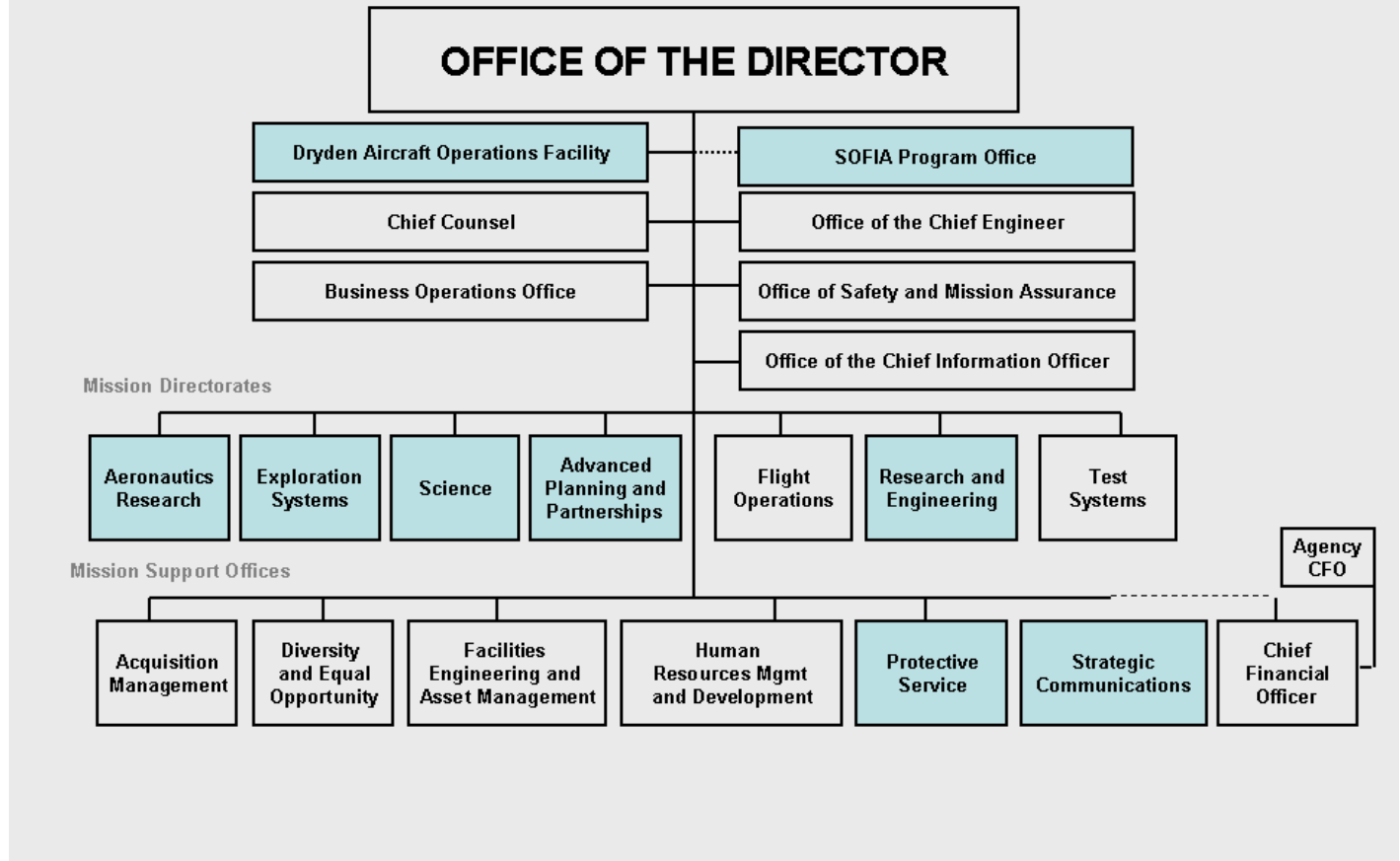
5.2.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.2.3.2 DFRC shares an alliance with the U.S. Air Force Flight Test Center (AFFTC) and the U.S. Air Force Research Laboratory (AFRL) at Edwards AFB, to minimize infrastructure duplication and costs and to share technical and programmatic assets as opportunities arise.

5.2.4 LINE OF SUCCESSION. In the following order: Deputy Director, Dryden Flight Research Center; Associate Director for Operations; Associate Director for Programs; and Associate Director for Management.

Change 30...September 26, 2008

DRYDEN FLIGHT RESEARCH CENTER (DFRC)



Change 30...September 26, 2008

5.3 John H. Glenn Research Center at Lewis Field

5.3.1 MISSION. The NASA Glenn Research Center (GRC) at Lewis Field develops critical space flight systems and technologies to advance the exploration of our solar system and beyond while maintaining leadership in aeronautics. In partnership with U.S. industries, universities, and other Government institutions, research and development efforts focus on advancements in propulsion, power, communications, nuclear, and human-related aerospace systems.

5.3.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

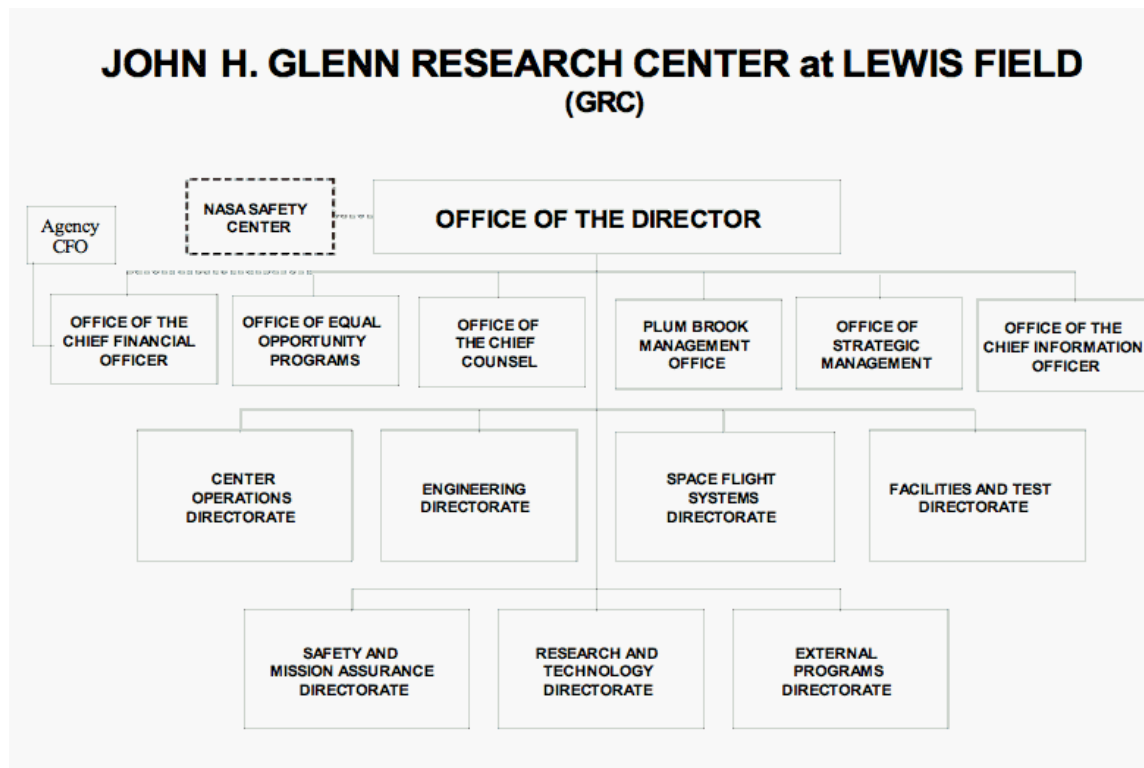
5.3.2.1 Specifically, the Center Director for GRC:

- a. Provides technical and institutional resources to satisfy program requirements and schedules to include aerospace research and technology development and engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for Center activities.
- c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at GRC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at GRC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - 4) Provide for organizational and financial independence of the technical authorities at GRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.
- d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

- e. Coordinates and communicates GRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- f. Represents NASA and GRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- g. Ensures that the workforce embraces and reflects the core values of safety, teamwork, integrity, and mission success as inherent guiding principles in all activities and decision making.
- h. Ensures the establishment and maintenance of partnerships with other Government agencies, the private sector, academia, and the community to further the NASA mission.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GRC, which shall be attached to that individual's annual performance appraisal.

5.3.3 SPECIAL RELATIONSHIPS

Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC). 5.3.4 LINE OF SUCCESSION. In the following order: Deputy Director, Associate Director, Director of Research and Technology, Director of Engineering and Technical Services, Director of Space Flight Systems, Director of Programs and Projects, Director of Safety and Mission Assurance, Director of Center Operations, and Director of External Programs.



5.4 Goddard Space Flight Center

5.4.1 MISSION. The Goddard Space Flight Center (GSFC), located in Greenbelt, Maryland, expands the knowledge of Earth and its environment, the solar system, and the universe through observations from space. The Center also conducts scientific investigations, develops and operates space systems, and advances essential technologies.

5.4.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator, and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities, and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets, and for establishing and maintaining the staff and their competency, and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.4.2.1 Specifically, the Center Director for GSFC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering, project management, and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance

for all Center activities.

e. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at GSFC. This role requires the Center Director to:

- 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at GSFC.
- 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
- 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
- 4) Provide for organizational and financial independence of the Technical Authorities at GSFC and implement the Dissenting Opinion Process as required in NPD 1000.0 NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates GSFC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and GSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at GSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at GSFC, which shall be attached to that individual's annual performance appraisal.
- j. Conducts research to advance scientific knowledge of the origin, evolution, and destiny of the universe, Earth, and planetary environments that support life.
- k. Designs, develops, and implements sensors, instruments, and flight missions to study the structure of the universe; its fundamental forces and matter; the processes involved in the birth, life, and death of stars, galaxies, and planets; and the chemical and biological conditions for the evolution and sustenance of life.
- l. Studies the sun, the Earth, other planets, and other bodies in the solar system to understand the impact of solar activity on the Earth's climate and human activity and on space and planetary radiation environments encountered in human exploration.
- m. Studies the Earth's atmospheric, oceanographic, cryospheric, hydrological, geologic, and biogeochemical cycles to understand the Earth as a system, to apply this understanding of the Earth to the study of the nature and evolution of other planets, and to apply discoveries from this study of other planets to an improved understanding of our own planet.
- n. Applies knowledge gained from Earth and planetary studies to search the stars for other planets that have the potential to support life. Performs theoretical research, analysis, modeling, and simulation to develop and test theories and to synthesize data from space missions and ground-based observations to develop an integrated understanding of our planet, our sun, and our universe as a system.
- o. Communicates knowledge to the public and to the education community to expand general understanding and to inspire the next generation.
- p. Develops advanced technology for future space flight missions, with emphasis on optical communications, advanced science instrumentation, data systems, robotics, and computer science.
- q. Develops and procures suborbital launch vehicles and launch services.
- r. Hosts assigned programs and projects, including the preliminary and final definition, design, development, integration and test, launch, and operations of flight and unique ground systems for: Earth-orbiting satellites, instruments, long-term flight operations, and projects using NASA Sounding Rockets and Balloons. Manages unique facilities such as the Hubble Space Telescope Science Institute.
- s. Manages NASA space flight tracking, data acquisition, communications, and data handling networks and services in support of NASA and other spacecraft. Acquires, operates, and maintains the system as a national asset.
- t. Directs mission planning and analysis, space and ground communications networks, spacecraft and payload command and control, flight dynamics, information processing, and flight missions operations and applied research and development of advanced data and telecommunications systems in support of space flight missions.
- u. Manages the Wallops Flight Facility rocket range, aircraft flight platforms, and research airport, including related tracking and data acquisition systems for conducting scientific experiments and aeronautical tests. Plans and conducts launches of scientific payloads and aeronautical tests and other research, development, and related activities as requested by elements of NASA, other Government agencies, and the worldwide scientific community.
- v. Provides services to NASA Headquarters in a variety of assigned business functions, including HQ accounting, procurement, grants, training and development, logistics, related administrative support, and Agency printing management, forms, reports, and mail management.
- w. Supports the Explorations Systems Mission Directorate in the development and operation of robotic missions, communications and navigation architectures, systems and technologies, and other supporting capabilities for the range of exploration systems.
- x. Offers software services agency-wide, including independent verification and validation of critical software under development, systems engineering support, and software assurance research in order to provide assurance that mission-critical software will operate dependably and safely.

5.4.3 SPECIAL RELATIONSHIP

5.4.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

5.4.3.2 Component Facilities are the Wallops Flight Facility (WFF), the Independent Verification and Validation Facility (IV&V), the Ground Network at KSC and the Space Network at White Sands, NM.

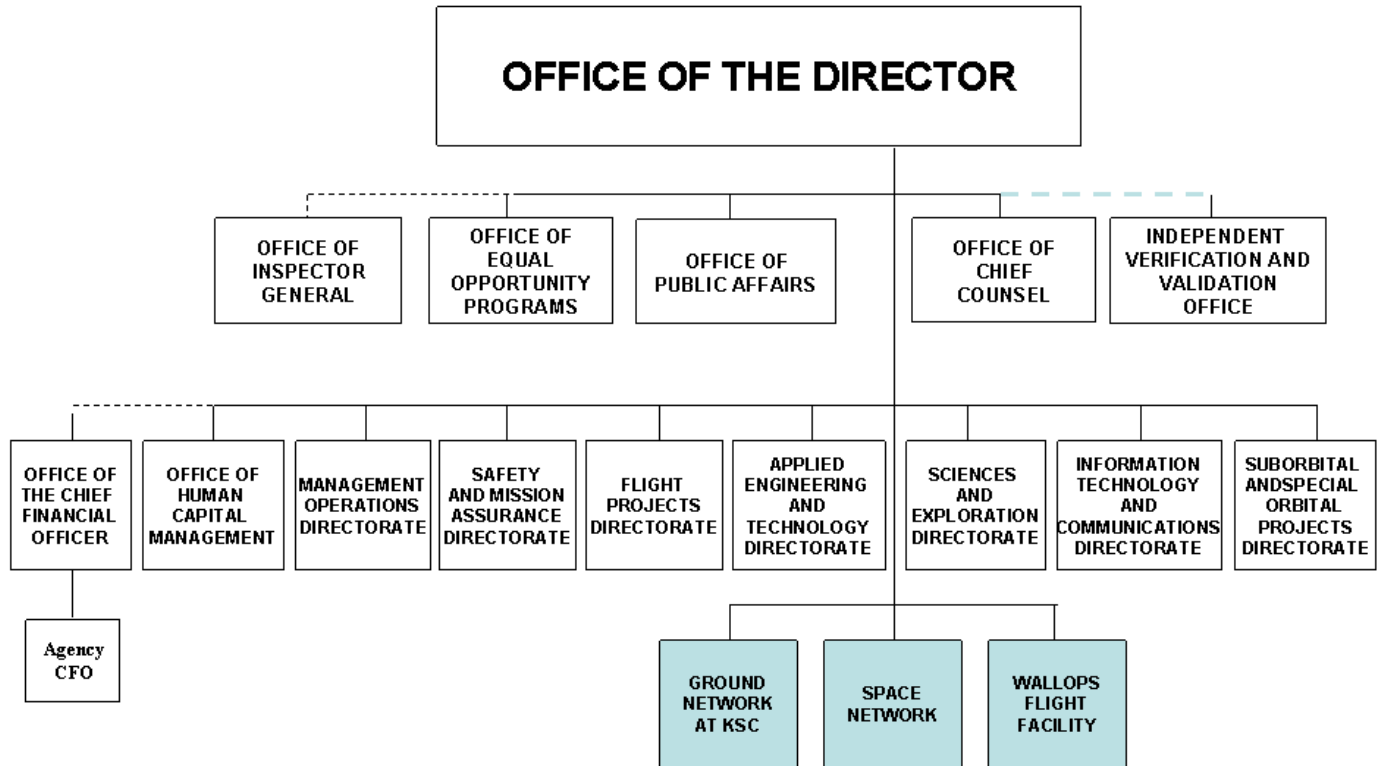
5.4.3.3 Manages the Goddard Institute for Space Studies (GISS), in affiliation with Columbia University through cooperative agreements, emphasizing a broad study of global climate change; and the Columbia Scientific Balloon Facility (CSBF) at Palestine, TX for launching and tracking large, unmanned, high altitude research balloons, and recovering scientific payloads they transport.

5.4.3.4 Provides design, development, testing, launch, and maintenance of a constellation of operational satellites for the National Oceanic and Atmospheric Administration, Department of Commerce. This activity is fully funded by the Department of Commerce.

5.4.4 LINE OF SUCCESSION. In the following order: Deputy Director, Goddard Space Flight Center; Deputy Director for Science and Technology; and Associate Director.

Change 32...September 29, 2008

GODDARD SPACE FLIGHT CENTER (GSFC)



Change 32...September 29, 2008

5.5 Lyndon B. Johnson Space Center

5.5.1 MISSION. The Johnson Space Center (JSC) provides leadership for human space exploration and operations. The Center strives to advance human capability for exploration and utilization of space by conducting space operations, as well as designing, testing, and developing space flight hardware and systems. The Center has responsibility for the operation of the Space Shuttle and the International Space Station. Additionally, the Center hosts the Constellation Program which will enable the Vision for Space Exploration, as well as the Commercial Crew/Cargo Project which will foster increased commercial space enterprise opportunities.

5.5.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.5.2.1 Specifically, the Center Director for JSC:

- a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at JSC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at JSC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.

4) Provide for organizational and financial independence of the technical authorities at JSC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.

d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

e. Coordinates and communicates JSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.

f. Represents NASA and JSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

g. Maintains the capability to develop space vehicles and space systems as follows:

1) Provides the workforce and associated development, design, and sustaining engineering support to the Space Shuttle, ISS, and Constellation Program, as well as the Commercial Crew/Cargo Project.

2) Provides vehicle, system, and subsystem expertise that are critical to both the Agency and JSC for future roles in space utilization and exploration.

h. Plans and conducts space flight, crew, and aircraft operations as follows:

1) Provides Agency-wide consolidated operations support environment for space networks, command and control facilities, operations data processing and planning systems, and telecommunications systems.

2) Conducts flight operations for the Space Shuttle Program and ISS Program Office, including providing the flight and support environment to satisfy mission objectives and ensure mission safety.

3) Provides Agency-wide project management of Extravehicular Activity (EVA) services to the Space Shuttle and ISS programs and support for future programs requiring low-g (gravity) or surface EVA capabilities, including all EVA-related research and development activities.

4) Manages flight crew operations including selection and training.

5) Conducts aircraft operations in support of astronaut flight readiness training, high-altitude research, low-g flight evaluations, orbiter transportation, Agency logistics, and administrative functions.

i. Plans and conducts ground-based and flight operational and research programs in the fields of human research (health care, environmental and human factors, adaptation, and countermeasures) and Astromaterials Research and Exploration Sciences (ARES-lunar and planetary science, astromaterials science, orbital debris, and Earth observations sciences).

j. Develops and integrates scientific, medical, and technological experiments and payloads to be flown on the Space Shuttle, ISS, and future exploration vehicles.

k. Integrates all JSC implementing Center requirements and objectives, including schedules, budgets, technical requirements, and safety and reliability standards.

l. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at JSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at JSC, which shall be attached to that individual's annual performance appraisal.

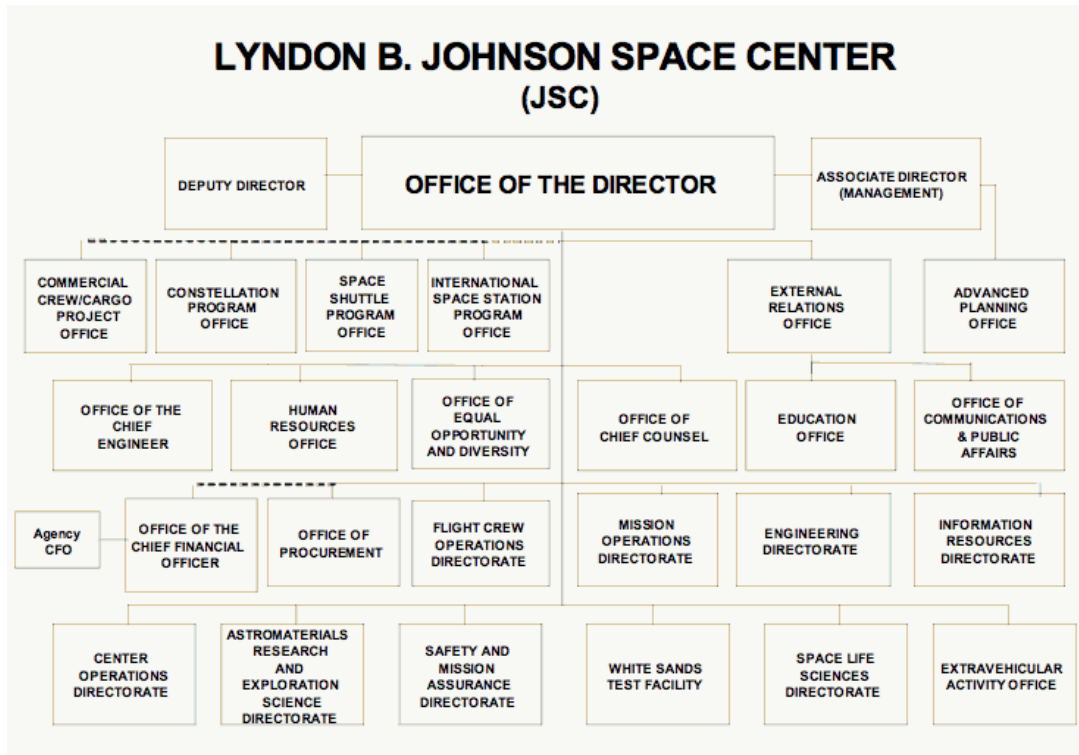
5.5.3 SPECIAL RELATIONSHIP

5.5.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.5.3.2 Promotes the Agency's strategic goals and, with common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.5.3.3 Provides the independent technical authority, independent safety and mission assurance, project management, and engineering support for resident programs and projects, while program authority is retained at NASA Headquarters.

5.5.4 LINE OF SUCCESSION. In the following order: Deputy Director, Johnson Space Center and Associate Director (Management).



5.6 John F. Kennedy Space Center

5.6.1 MISSION. The Kennedy Space Center (KSC) is responsible for the preflight processing, launch, landing, and recovery of the Agency's human-rated spacecraft and launch vehicles; the assembly, integration, and processing of International Space Station (ISS) elements and flight experiments; and the acquisition and management of Expendable Launch Vehicles (ELV) for other Agency spacecraft. KSC leads the development of ground systems supporting human-rated spacecraft and launch vehicle and lunar In-Situ Resource Utilization hardware elements. KSC hosts the manufacturing of the Orion Crew Exploration Vehicles.

5.6.2 OVERALL RESPONSIBILITIES. All Center Directors report to the NASA Associate Administrator, and are responsible for providing resources, overseeing the assignment of workforce and facilities, and managing Center operations to facilitate program and project execution. Center Directors also serve as an important link in the Technical Authority line. By means of the Institutional (Technical and Mission Support) Authority vested in them, Center Directors facilitate the activities of the Technical Authorities as well as Mission Support Authorities, and are responsible for assuring that activities at their Centers are implemented in accordance with accepted standards of professional practice and applicable NASA requirements. Center Directors are responsible for the care of institutional assets, and for establishing and maintaining the staff and their competency, and the facilities required by current and future programs and projects. A key institutional role of Center Directors is that of service across Mission Directorate needs, determining how best to support the various programs and projects hosted at a given Center, in accordance with Agency priorities, and to communicate any issues to Mission Directorate AAs and higher.

5.6.2.1 Specifically, the Center Director for KSC:

- a. Develops and implements plans that address the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Collaborates with other Centers and with the Mission Directorates to accomplish the Agency's objectives.
- c. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; and ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- d. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance for all Center activities.
- e. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at KSC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at KSC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - 4) Provide for organizational and financial independence of the Technical Authorities at KSC and implement the Dissenting Opinion Process as required in NPD 1000.0 NASA Governance and Strategic Management Handbook, and described further in NPR 7120.5. Ensure alignment with the Agency's shared core values of safety, excellence, teamwork and integrity.
- f. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- g. Coordinates and communicates KSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- h. Represents NASA and KSC in promoting and maintaining good public and community relations and providing for the widest practical and

appropriate dissemination of information concerning space activities.

- i. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at KSC. Also, provides the Agency CFO with a written evaluation of the principal financial official at KSC, which shall be attached to that individual's annual performance appraisal.
- j. Provides space systems processes, testing, and launch and recovery techniques and applies new technologies to support extended human exploration of space.
- k. Designs, constructs, operates, maintains, and phases out or disposes of KSC ground facilities, ground support equipment, and other systems to meet customer launch site needs, including using innovative and integrated science and engineering techniques that enable safer, lower cost of access to space, and extended human exploration.
- l. Collaborates with space flight vehicle designers at other NASA Centers and with industry to ensure lessons learned from processing of launch vehicles are incorporated into future designs to improve safety, maintainability, supportability, reliability, and operability in an effort to reduce the life cycle cost of operating a human space flight system.
- m. Operates and maintains ground support equipment, facilities, and logistics support for NASA launch and recovery activities conducted at KSC, Cape Canaveral Air Force Station, Vandenberg Air Force Base, and Space Shuttle orbiter contingency sites worldwide.
- n. Conducts the final preparation and integrated checkout of launch vehicles, spacecraft, payloads, launch facilities, ground support equipment, and launch and recovery systems operations at all launch sites referenced in paragraph 5.6.2.1.m.
- o. Provides the launch site support, ground processing, and integration of ISS elements, logistics, and research experiments.
- p. Develops, tests, and deploys technologies to support NASA programs and provides test beds, laboratories, tools, and expertise in the related areas.

5.6.3 SPECIAL RELATIONSHIPS

- 5.6.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.
- 5.6.3.2 KSC implements Agency policy and direction regarding investments, facilities, and personnel competencies, especially in the context of resolving disputes, coordinating through the appropriate Agency forums.
- 5.6.3.3 KSC supports the Launch Services Program, which provides acquisition and technical management of commercially available launch services for the Agency, with engineering, SMA, payload processing, institutional and business resources, capabilities, and expertise.
- 5.6.3.4 KSC is a supporting Center to the Space Shuttle program in the areas of preflight and launch and recovery operations, flight hardware spares, and launch site logistics. This includes test, processing, and integration of Space Shuttle elements. KSC also provides certain logistics services for other NASA Centers supporting the Space Shuttle program.
- 5.6.3.5 KSC is a supporting Center for the ISS program in the areas of preflight and launch and recovery operations, launch site logistics support, resupply, and customer utilization. This includes the integration, testing, and processing for research experiments and other payloads for the ISS.
- 5.6.3.6 KSC is a supporting Center for the Constellation Program, providing leadership in the design, development, activation, and operation of facility and ground systems to process, integrate, test, launch, and recover the Constellation flight hardware. Ground processing operations expertise is provided to the design and development of spacecraft and launch systems.
- 5.6.3.7 Implements Center activities assigned by the Agency, including NASA's Contracting Intern Program, Recycling and Affirmative Procurement, NASA Acquisition Pollution Prevention, Specifications Kept Intact, Security/Law Enforcement Standards and Training, Fire Protection Program, Metrology and Calibration, Range Safety, ELV Payload Safety, NASA-wide Aerospace Fluids Acquisition and Management, NASA Special Assigned Aircraft Mission and Opportune transportation, and NASA Emergency Preparedness Program.
- 5.6.3.8 Maintains productive partnerships with the National Park Service and U.S. Fish and Wildlife Service, US Air Force (45th and 30th Space Wings), Navy, National Reconnaissance Office, Army, Department of Energy, Department of Transportation, National Oceanic and Atmospheric Administration, and the Federal Aviation Administration, which share land and resources, and provides support across Mission Directorate needs.
- 5.6.3.9 Manages the KSC Exchange Council, its recreational areas (Kennedy Athletic, Recreation, and Social Parks, exercise facilities, etc.) and Exchange services (Exchange stores, Child Development Center, service station, etc.) for improved health, morale, and welfare of the workforce.
- 5.6.3.10 Partners with Enterprise Florida, Space Florida, Economic Development Commission of Florida's Space Coast, Brevard Workforce Development Board, and other Federal, state, and local government to explore new business and leverage resources to achieve the Agency's strategic goals.
- 5.6.3.11 Partners with the KSC Visitor Complex, Astronaut Scholarship Foundation, Astronaut Memorial Foundation, film and documentary industry, members from various media forms, academia, and professional societies to promote and maintain good public and community relations and provides for the widest practical and appropriate access to KSC for dissemination of information and awareness concerning space activities.
- 5.6.4 LINE OF SUCCESSION. In the following order: Deputy Director, Kennedy Space Center; Associate Director for Engineering and Technical Operations; Associate Director for Business Operations; Director, Launch Vehicle Processing Directorate; Director, ISS and Spacecraft Processing Directorate; and Director, Constellation Project Office.

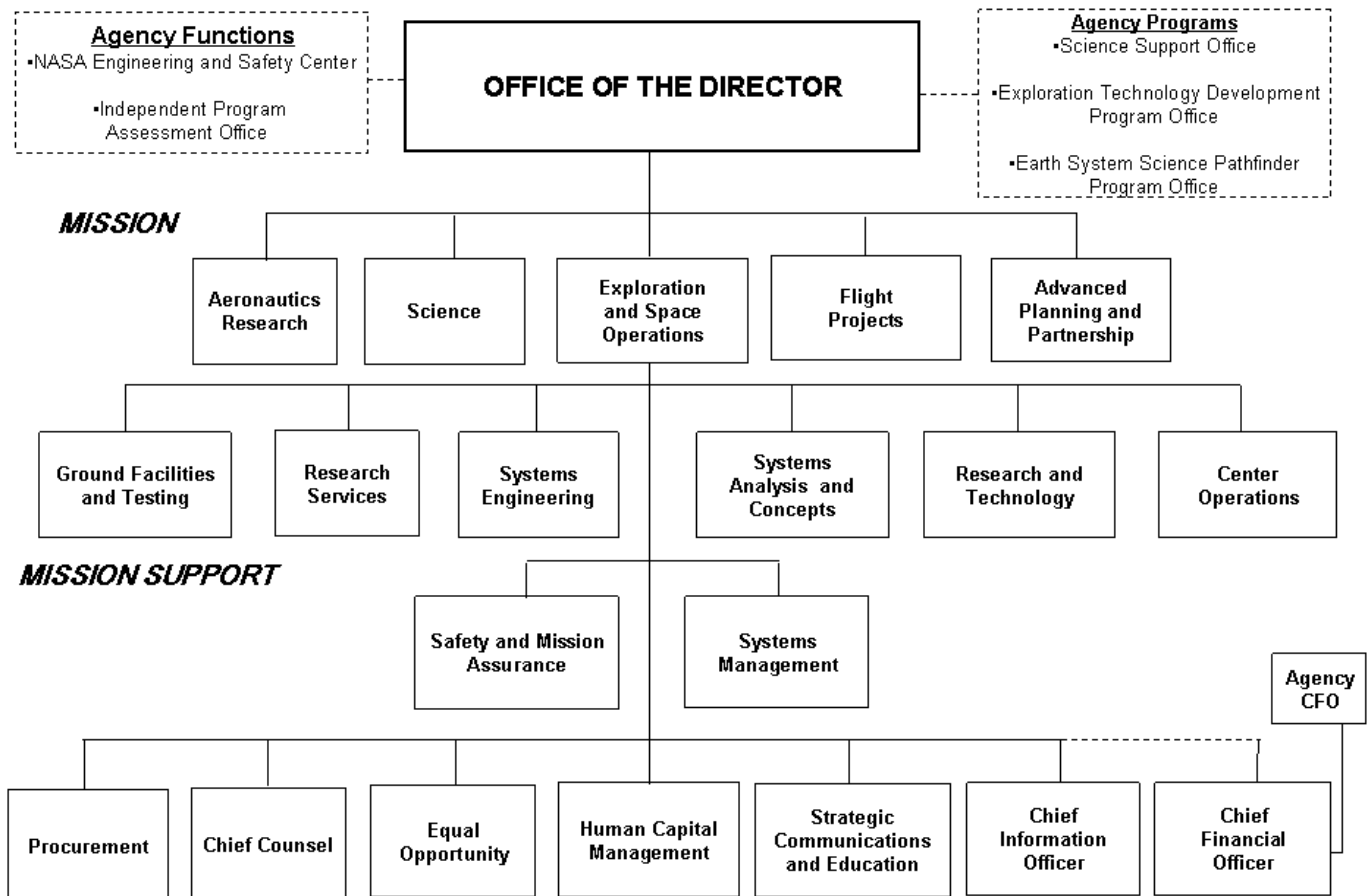
Change 33...October 7, 2008

5.7 Langley Research Center

- 5.7.1 MISSION. The Langley Research Center (LaRC) pioneers the future in space exploration, scientific discovery, and aeronautics through research and development of technology, scientific instruments and investigations, and exploration systems.
- 5.7.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.
- 5.7.2.1 Specifically, the Center Director for LaRC:

- a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
 - b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
 - c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at LaRC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at LaRC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - 4) Provide for organizational and financial independence of the technical authorities at LaRC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.
 - d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
 - e. Coordinates and communicates LaRC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
 - f. Represents NASA and LaRC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
 - g. Provides and manages an institutional base for long-term stewardship of a national capability in support of NASA, other Federal and state agencies, and components of U.S. industry engaged in advanced research and technology in aeronautics and space. Additionally, extends these technologies to nonaerospace applications which enhance the U.S. economic posture.
 - h. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at LaRC. Also, provides the Agency CFO with a written evaluation of the principal financial official at LaRC, which shall be attached to that individual's annual performance appraisal.
- 5.7.3 SPECIAL RELATIONSHIPS. Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).
- 5.7.4 LINE OF SUCCESSION. In the following order: Deputy Director, Langley Research Center; Associate Director for Operations; and Chief of Staff.

NASA LANGLEY RESEARCH CENTER (LaRC)



Change 37...October 22, 2008

5.8 George C. Marshall Space Flight Center

5.8.1 MISSION. Marshall Space Flight Center (MSFC) serves as a systems developer and integrator for exploration and science missions. It advances Agency priorities with its full life-cycle engineering capabilities, developing and integrating human and scientific space flight systems from concept to development to operation. The Center's work in advanced materials and manufacturing processes and scientific research in specialized areas rounds out its portfolio.

5.8.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.8.2.1 Specifically, the Center Director for MSFC:

- a. Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- b. Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- c. Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at MSFC. This role requires the Center Director to:
 - 1) Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at MSFC.
 - 2) Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - 3) Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - 4) Provide for organizational and financial independence of the technical authorities at MSFC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.
- d. Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.

- e. Coordinates and communicates MFSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular basis.
- f. Represents NASA and MSFC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- g. Ensures alignment of MSFC implementing plans with the Agency's strategic direction by sustaining the institutional capability to analyze, plan, evaluate, and communicate performance.
- h. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at MSFC. Also, provides the Agency CFO with a written evaluation of the principal financial official at MSFC, which shall be attached to that individual's annual performance appraisal.

5.8.2.2 MSFC's institutional capabilities deliver the following solutions:

- a. Space Transportation and Propulsion Systems--embodying the Center's Space Shuttle propulsion and Ares I and V launch systems expertise, including experience with propulsion and space transportation elements, systems, and subsystems.
- b. Space Systems Development and Integration--involving the Center's development and engineering expertise that forms the base for expanding and renewing MSFC's capabilities in flight projects, science, and exploration missions, including spacecraft and scientific systems.
- c. Scientific Research and Instrument Development--encompassing the Center's research and development capabilities in astrophysics, large optics development and testing, Earth science, and exploration systems.
- d. Advanced Materials and Manufacturing--integrating the Center's capabilities to discover, develop, and apply materials and processes for transportation and propulsion systems and spacecraft and instrument development.

5.8.2.3 The Center provides the capability to support the following resident projects and activities:

- a. Space Shuttle Propulsion Project Offices.
- b. Operation of the Payload Operation Center for management of science aboard the International Space Station.
- c. Ares Projects Office, including full responsibility for developing and producing the Ares I Crew Launch Vehicle and Ares V Cargo Launch Vehicle.
- d. Lunar Precursor Robotic Program Office, Lunar Science Program Office, and International Lunar Network Mission Project Office.
- e. Discovery and New Frontiers program, Chandra X-ray Observatory, and Hinode.

5.8.3 SPECIAL RELATIONSHIPS

5.8.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

5.8.3.2 Provides program and project management, systems, and engineering expertise to Michoud Assembly Facility and other NASA Centers.

5.8.3.3 Provides scientific and technical research knowledge to appropriate Agency Mission Directorates and other NASA Centers.

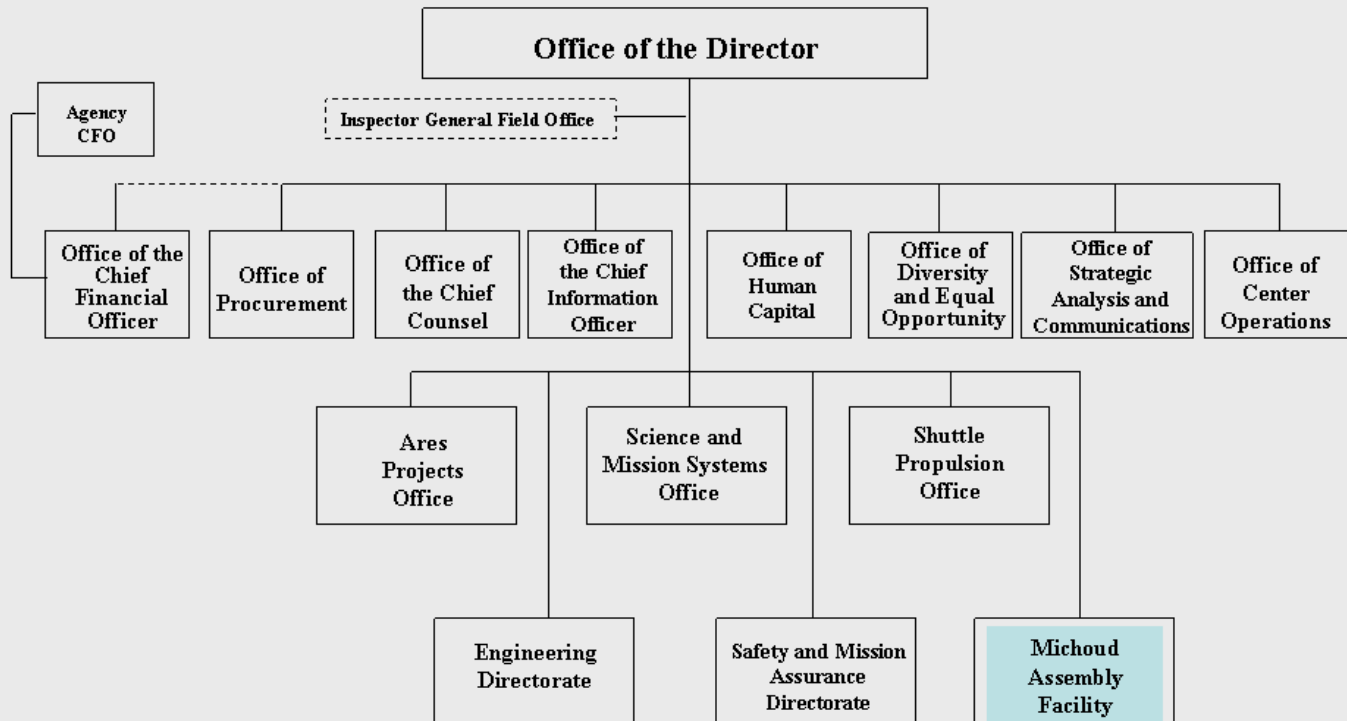
5.8.3.4 Provides Agency management and support in technical areas such as network communications, the NASA Data Center, the Integrated Enterprise Management Program, and Agency enterprise applications including the personnel, logistics, Agency payroll, and the NASA Operational Environment Team.

5.8.3.5 Oversees the National Space Science and Technology Center, a collaborative research and education initiative, in cooperation with the State of Alabama, other Government agencies, academia, and industry.

5.8.4 LINE OF SUCCESSION. In the following order: Deputy Director, Marshall Space Flight Center; Associate Director, Marshall Space Flight Center; Director, Engineering Directorate, Marshall Space Flight Center; and Director, Shuttle Propulsion Office, Marshall Space Flight Center.

Change 31...September 26, 2008

GEORGE C. MARSHALL SPACE FLIGHT CENTER (MSFC)



Change 31...September 26, 2008

5.9 John C. Stennis Space Center

5.9.1 MISSION. Stennis Space Center (SSC) implements NASA's mission in areas assigned by three Agency Mission Directorates. Manages Rocket Propulsion Testing for the Space Operations and Exploration Systems Mission Directorates. Serves as Systems Engineering Center for and manages assigned applied sciences program activities for the Science Mission Directorate. Serves as Federal manager and host Agency of a major Government multiagency Center.

5.9.2 RESPONSIBILITIES. All NASA Center Directors report to the NASA Associate Administrator and are responsible for developing and managing the Center's institutional capabilities (such as, processes, competency development and leadership, human capital, facilities, and independent review) required for the execution of programs, projects, and missions assigned to the Center.

5.9.2.1 Specifically, the Center Director for SSC:

- Provides technical and institutional resources to satisfy program requirements and schedules to include engineering and safety and mission assurance; ensures that human, financial, physical, and other supporting resources are properly applied to programs.
- Maintains a safe and healthy, environmentally friendly work environment for the workforce and ensures safety, reliability, and quality assurance in all Center activities.
- Is the Safety and Mission Assurance (SMA) and Engineering Authority for all NASA projects or subprojects and for delegated programs hosted at SSC. This role requires the Center Director to:
 - Exercise SMA and Engineering Authority through delegation to the SMA and Engineering Directors at SSC.
 - Convene an Independent Review for programs and projects at major milestones to ascertain technical readiness.
 - Approve the flight readiness of programs and projects for which he/she is the Engineering Authority.
 - Provide for organizational and financial independence of the technical authorities at SSC and develop a policy for handling dissenting opinions that are based on the personal responsibility which each individual has to adhere to the Agency's shared core values of safety, teamwork, integrity, and mission success.
- Provides regular review and reporting of program and project performance in accordance with Agency program and project policies. Provides input for the Agency Program Management Council reviews.
- Coordinates and communicates SSC's program, project, and policy implementation activities with other Centers and Headquarters on a regular

basis.

- f. Represents NASA and SSC in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- g. Manages, operates, develops, and maintains NASA Rocket Propulsion Test capabilities and associated processes and procedures.
- h. Provides test operations services to NASA, the Department of Defense, industry, and other customers for the development of propulsion systems, engines, subsystems, and components.
- i. Accomplishes development, flight certification, and acceptance testing of the Space Shuttle Main Engines and derivatives.
- j. Manages NASA's effort to extend the benefits of Earth-Sun Division science and technology and information investments by applying a systems engineering approach to advance Federal partners' decision support tools that serve the Nation.
- k. Manages SSC as an integrated multiagency Federal laboratory for the programmatic benefit of NASA and the other Federal and state agencies in residence.
- l. Provides concurrence to the Agency CFO regarding the assignment, promotion, discipline, and relief of the principal financial official at ARC. Also, provides the Agency CFO with a written evaluation of the principal financial official at ARC, which shall be attached to that individual's annual performance appraisal.

5.9.3 SPECIAL RELATIONSHIPS

5.9.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

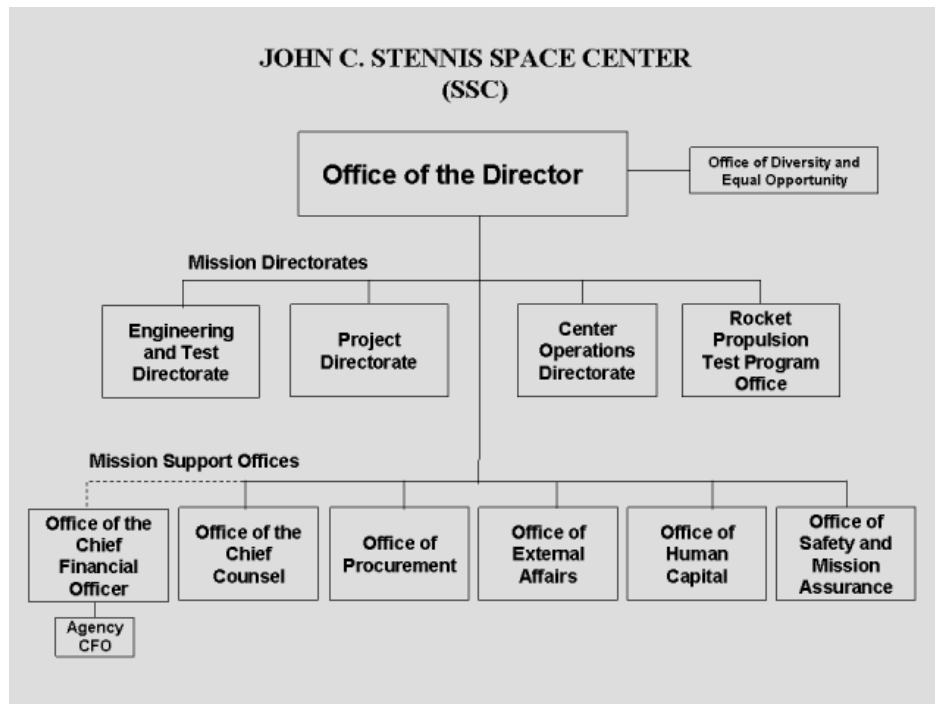
5.9.3.2 SSC has program management responsibility for managing all of the Agency's rocket propulsion test assets.

5.9.3.3 SSC has program management responsibility for applying a systems engineering approach to benchmark the benefits of assimilating NASA Earth-Sun research results into decision-support tools in areas of national priority.

5.9.3.4 SSC supports other Centers in their lead program roles.

5.9.3.5 SSC promotes the Agency's strategic goals and, with the common purpose of achieving NASA's Vision for Space Exploration and mission, supports all the Agency's Centers and Mission Directorates.

5.9.4 LINE OF SUCCESSION. In the following order: Deputy Director, Stennis Space Center; Associate Director, Stennis Space Center; Director, Engineering and Test Directorate; and Director, Center Operations Directorate.



Change 28...August 5, 2008

5.10 NASA Engineering And Safety Center

5.10.1 MISSION. The NASA Engineering and Safety Center (NESC), managed at the Langley Research Center, serves as a major Agency-wide technical resource focused on engineering excellence supporting the safety and success of NASA missions. The NESC provides independent engineering and technical expertise to evaluate technical problems and supplement Center-based engineering and safety activities for NASA programs. The NESC shall perform independent engineering assessments, analysis, and testing to ensure technical adequacy and, thus, the safety of NASA activities. In relation to the Center's mission, the term "safety" encompasses those aspects of NASA system designs and operations that are important to mission success and that relate to potential risks to the public, to NASA, and to contractor flight and ground personnel. The term "engineering" signifies any of the professional technical design, manufacturing, and operational disciplines, including systems engineering and the various assurance engineering disciplines. The NESC serves the safety and mission assurance, engineering, and program/project communities as a value-added, independent resource.

5.10.2 RESPONSIBILITIES. The NESC Director reports to the NASA Chief Engineer and performs the following activities:

5.10.2.1 Provides a centralized location for the management of independent engineering assessment supported by expert personnel and state-of-the-art tools and methods for the purpose of ensuring safety.

5.10.2.2 Performs independent engineering review, analysis, and testing to uncover technical vulnerabilities and to determine the appropriate preventive or corrective action for NASA programs.

5.10.2.3 Performs independent safety and engineering trend analyses and technical risk assessments utilizing program and discipline data sources and state-of-the-art tools and techniques while looking for trends across and within programs.

5.10.2.4 Provides technical leadership and expertise in support of Agency engineering and safety and mission assurance assessments and reviews (provides recommendations certifying the adequacy of areas reviewed).

5.10.2.5 Facilitates and/or leads mishap investigations. Analyzes Agency mishap and close-call data for trends and causes, develops countermeasures for root causes, and disseminates information on analysis results.

5.10.2.6 Promotes continual improvement of engineering and safety within NASA by capturing, disseminating, and using knowledge gleaned both inside and outside the Agency.

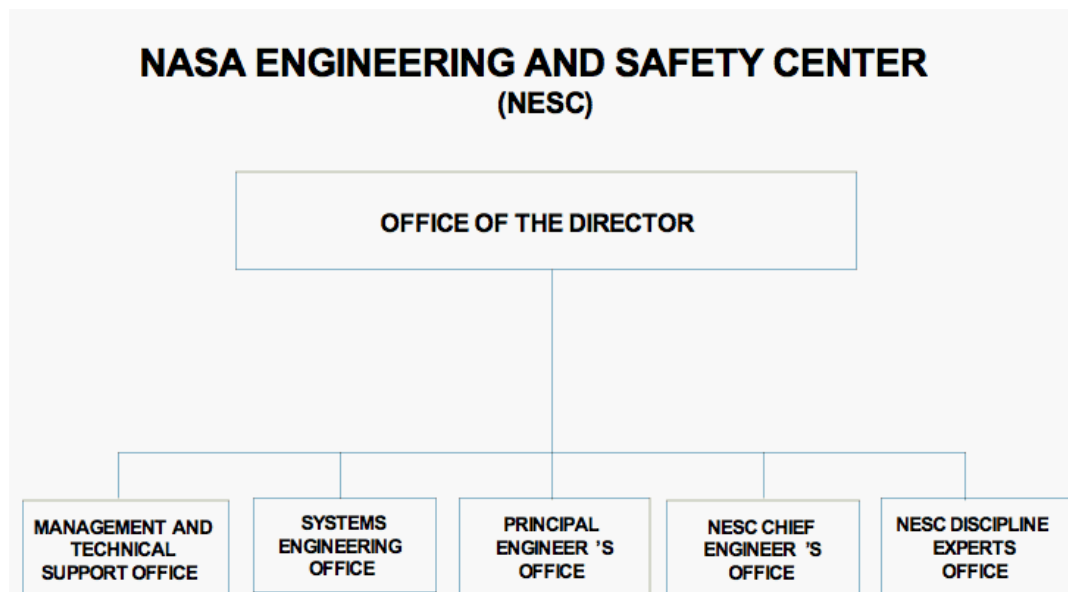
5.10.2.7 Assesses and validates existing analytical techniques, engineering standards, models, simulations, and other tools for adequacy and capability. Enhances or corrects deficient analytical techniques and tools and develops advanced assessment techniques and tools.

5.10.2.8 Promotes the capture and dissemination of lifetime technical experiences and knowledge of senior scientists and engineers through the establishment and operation of the NESC Academy.

5.10.2.9 Participates as appropriate in Agency engineering and system safety training and mentoring programs.

5.10.3 SPECIAL RELATIONSHIPS. NASA Centers provide technical personnel, resources, and facilities to support the NESC mission.

5.10.4 LINE OF SUCCESSION. Deputy Director, NASA Engineering and Safety Center; and Deputy Director for Safety, NASA Engineering and Safety Center.



5.11 NASA Shared Services Center

5.11.1 MISSION. The NASA Shared Services Center (NSSC), located at Stennis Space Center, serves as a major Agencywide service resource that provides timely, accurate, high-quality, cost effective, and customer-focused services for NASA. The NSSC serves the information technology (IT), financial management, procurement, and human resources communities as a value added, independent resource. Increased operational efficiency and improved overall customer service will be achieved through consolidated business and technical services. By achieving synergy within and across functions the NSSC will reduce resource requirements for institutional support areas and position NASA for further business process improvements and innovations.

5.11.2 RESPONSIBILITIES

5.11.2.1 The NSSC Executive Director reports directly to the Associate Administrator for Institutions and Management and is responsible for the following:

5.11.2.2 Provides timely, accurate, high-quality, cost-effective, and customer-focused support for selected NASA businesses and technical services.

5.11.2.3 Processes transactional work in the areas of IT, financial management, procurement, and human resources for NASA.

5.11.2.4 Provides effective and consistent services for all employees and vendors by standardizing business processes and integrating systems and technology.

5.11.2.5 Implements an organization that employs shared services leading practices in management and process development.

5.11.2.6 Promotes the Agency's strategic goals with the common purpose of achieving NASA's VSE and mission by providing support Agency-wide.

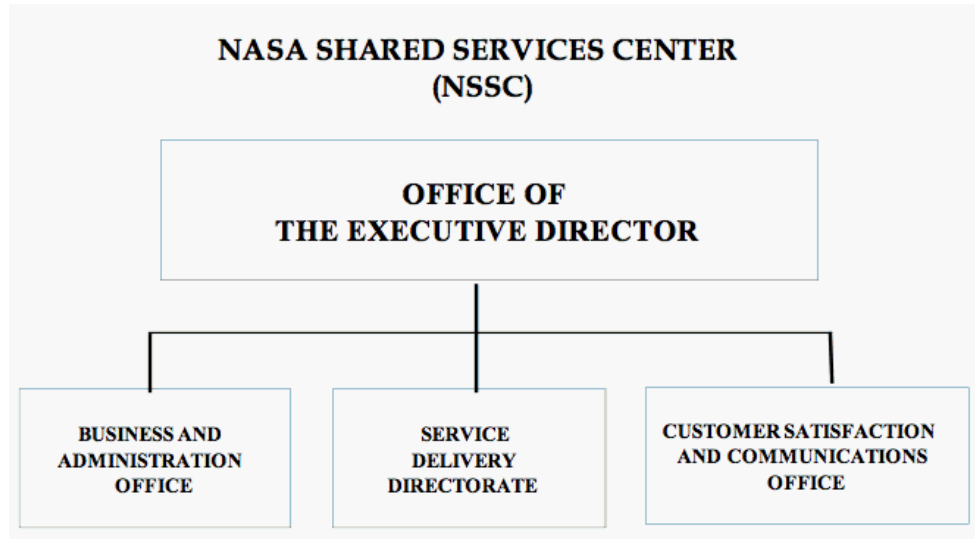
5.11.3 SPECIAL RELATIONSHIP

5.11.3.1 NSSC shares an infrastructure alliance with the Stennis Space Center to minimize infrastructure duplication.

5.11.3.2 NSSC works in cooperation with the following officials to provide services at the NSSC:

- a. Chief Financial Officer to provide management of financial management services.
- b. Assistant Administrator for Human Capital Management to provide management of human resources services.
- c. Chief Information Officer to provide management of IT services.
- d. Assistant Administrator for Procurement to provide management of procurement services.

5.11.4 LINE OF SUCCESSION. In the following order: Deputy Director, NSSC; Director for Service Delivery Directorate, NSSC; Director for Business and Administration Office, NSSC; and Director of Customer Satisfaction and Communications Office, NSSC.



5.12 NASA Safety Center

5.12.1 MISSION. The NASA Safety Center (NSC), a tenant organization located near and administratively supported by the Glenn Research Center, serves as an Agency-wide resource for strengthening Safety and Mission Assurance (SMA) capabilities and enabling more uniform and effective SMA support for the safe and successful execution of all NASA programs. The NSC promotes technical excellence through a balanced program for leadership development, education, training, communication, and information management in the SMA disciplines. The term "SMA" refers to the disciplines that include safety, reliability, maintainability, quality engineering, and quality assurance.

5.12.2 RESPONSIBILITIES. The Director, NSC reports to the Chief, Safety and Mission Assurance and manages the NSC in the following activities:

5.12.2.1 Enhances knowledge and capabilities within the SMA community by developing a technical excellence program that fosters education, training, and leadership development within SMA and other engineering disciplines.

5.12.2.2 Provides SMA technical support to Agency managers while embracing the concept that SMA encompasses important engineering and operations disciplines that enable and enhance the effective execution of all NASA programs from concept through retirement or mission completion.

5.12.2.3 Manages the audit, review, and assessment process for evaluating and assuring conformance with Agency SMA requirements.

5.12.2.4 Facilitates the mishap investigation process and supports mishap investigation boards. Performs in-depth analysis, risk assessment, quality assurance, and trending of NASA's mishaps and provides timely and relevant information to the NASA community to ensure understanding and prevent recurrence as part of NASA's mishap prevention efforts. Manages mishap data and provides a centralized mishap information collection system for the Agency.

5.12.2.5 Captures and disseminates information of importance and usefulness to the SMA community. Maintains a repository and serves as a clearing house for essential data and information collected from the SMA community.

5.12.3 SPECIAL RELATIONSHIP. NASA Centers provide technical personnel, resources, and facilities to support the NSC mission.

5.12.4 LINE OF SUCCESSION. Deputy Director, NASA Safety Center; Director, Technical Excellence, NASA Safety Center; and Director, Audits and Assessments, NASA Safety Center.

**Change 4...May 9, 2007****5.13 NASA INDEPENDENT VERIFICATION & VALIDATION FACILITY**

5.13.1 MISSION. The NASA Independent Verification and Validation (IV&V) Facility serves as the Agency's sole agent for providing independent (technically, managerially, and financially independent) software validation and verification services to NASA projects. The IV&V Facility also manages leading-edge research that improves IV&V and software assurance methods, practices, and tools.

5.13.2 RESPONSIBILITIES. The Director of the NASA IV&V Facility reports to the Chief, Safety and Mission Assurance at NASA Headquarters and manages the following technical activities:

5.13.2.1 Applies software engineering best practices to provide the Agency with an independent assessment of the software correctness and quality on safety and mission critical software.

5.13.2.2 Provides the early detection and identification of risk elements on safety critical and mission critical software throughout the System Development Life Cycle.

5.13.2.3 Improves safety, reliability, and quality of NASA projects' and missions' software through effective application of systems and software IV&V methods, practices, and techniques.

5.13.2.4 Provides observations and assessment results to support key decision points and major milestone reviews to Chief, Safety and Mission Assurance and to NASA project/programs receiving IV&V services.

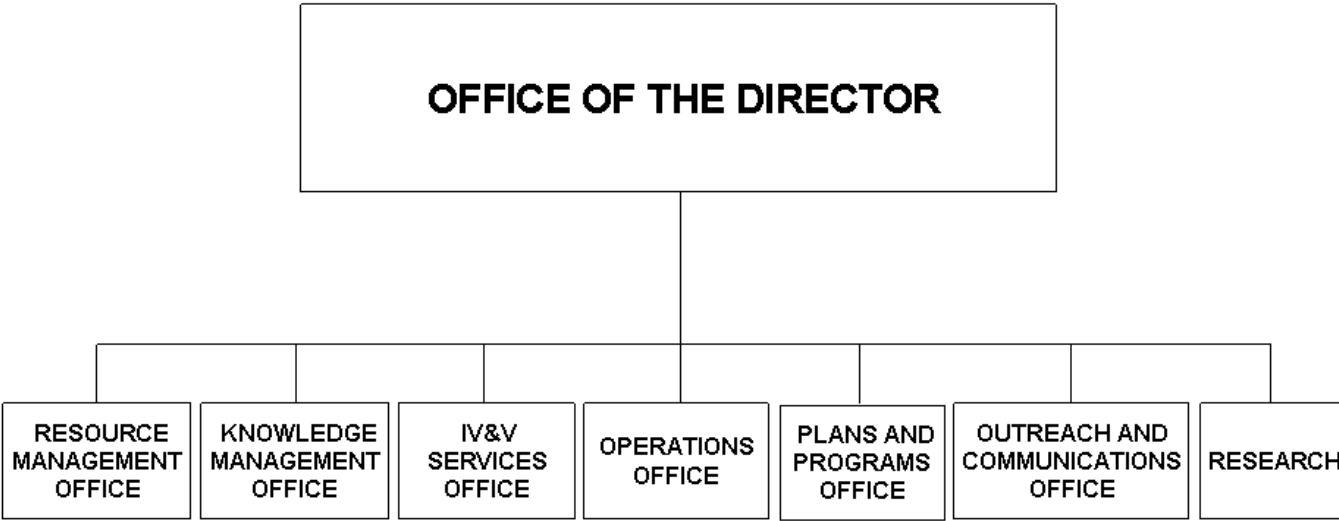
5.13.2.5 Manages the Agency's Software Assurance Research Program for and as directed by the Office of Safety and Mission Assurance.

5.13.3 SPECIAL RELATIONSHIP. Goddard Space Flight Center in Greenbelt provides administrative and facility support in such areas as human capital management, contract management, and facility management including security and training.

5.13.4 LINE OF SUCCESSION. Deputy Director, NASA IV&V Facility; Chief for Integration; Chief Engineer; Chief for Plans and Programs; Chief for Knowledge Management.

Change 35...October 7, 2008

NASA INDEPENDENT VERIFICATION AND VALIDATION (IV&V) FACILITY



Chapter 6: Charters for NASA Councils, Committees, Boards, and Panels

6.1 NASA Charters

6.1.1 Charters establish councils, committees, boards, and panels mandated by regulation, statute, the NASA Administrator, or Officials-in-Charge of Headquarters Offices. To the extent that a group is established by law, directive, or other authority, the charter cites specific authority. Council, committee, board, and panel chairs shall ensure meeting preparation, efficiency, and follow up on actions. Members are expected to attend and participate in scheduled meetings.

6.1.2 The charters for NASA's three governing councils will be the only charters maintained in this directive. All other Agency-level advisory charters required by regulation, statute, program control, or directed by the Administrator will be housed in the NASA Online Directives Information System (NODIS) library.

6.1.3 A list of the Federal Advisory Committee Act (FACA) Committees will be maintained in this directive and the charters for these committees will be maintained by the NASA Advisory Committee Management Officer, Office of External Relations.

6.2 Federal Advisory Committee Act (FACA) Committees

In 1972, the Federal Advisory Committee Act (FACA) (5 U.S.C. App., as amended) was enacted by Congress. FACA sets strict Government-wide requirements for the establishment, operation, oversight, and termination of any group established by the Government for the purpose of providing advice to the Government and which includes any non-Government employees in its membership.

NASA currently has five Federal advisory committees. The charters for NASA's advisory committees are maintained and renewed in accordance with the procedures stipulated in FACA and in 41 CFR, Parts 101-6 and 102-3, the Federal Advisory Committee Management Final Rule.

FACA requires an Advisory Committee Management Officer (ACMO) at each agency to provide management oversight of its respective advisory committees, ensure agency compliance with FACA provisions, and administer the chartering process. Government-wide oversight of FACA committees is provided by the U.S. General Services Administration (GSA). Unless the renewal of a committee charter is justified under the FACA, the charter automatically expires after a 2-year period (or as otherwise provided by law).

NASA's own policies and procedures for its Federal advisory committees are documented in NPD 1150.1, Federal Advisory Committee Act Committees, with the Office of External Relations serving as the responsible office. The five NASA-chartered Federal Advisory Committees are shown below, along with their GSA advisory committee numbers:

Committee GSA No. Responsible Office

Aerospace Safety Advisory Panel (ASAP) 136 Office of External Relations NASA Advisory Council (NAC) 1071 Office of External Relations

International Space Station Advisory Committee 27808 Office of External Relations

International Space Station Independent Safety Task Force 29112 Office of External Relations

U.S. Space-Based Positioning Navigation and Timing Advisory Board 29124 Office of External Relations

Charters for these committees are kept by the NASA Advisory Committee Management Division, Office of External Relations, NASA Headquarters.

6.3 STRATEGIC MANAGEMENT COUNCIL

6.3.1 PURPOSE

The Strategic Management Council (SMC) serves as the Agency's senior decision-making body for strategic direction and planning. The SMC determines NASA strategic direction and assesses Agency progress at the VSE and mission level.

6.3.2 APPLICABILITY/SCOPE

6.3.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.3.2.2 The scope of the SMC encompasses all activities conducted by NASA. Governance by the council shall be used only in cases where decisions require high degrees of integration, visibility, and approval.

6.3.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

6.3.4 FUNCTIONS

6.3.4.1 Specific SMC activities include:

- a. Setting NASA strategic direction, goals, architecture, and policies.
- b. Providing guidance for the formulation of the NASA Strategic Plan.
- c. Establishing the highest level metrics against which to measure Agency performance.
- d. Establishing mission and budget priorities.
- e. Approving Agency-level requirements for all NASA programs.
- f. Approving major new initiatives.
- g. Serving as the senior leadership forum for making decisions on all strategic Agency-level issues.
- h. Approving communications strategies.

6.3.4.2 The NASA Administrator serves as the chair and holds the ultimate decision-making authority for the SMC. The Office of Program Analysis and Evaluation (PA&E) provides functional support for the SMC and facilitates the assessment, analysis, and preparation for decision-making of all matters considered by the SMC.

6.3.5 MEMBERSHIP

6.3.5.1 The membership of the SMC shall include the following positions:

- a. Administrator (chair).
- b. Deputy Administrator (alternate chair).
- c. Associate Administrator.
- d. Chief of Staff.

- e. Associate Deputy Administrator.
- f. Associate Administrator for Program Analysis and Evaluation.
- g. Chief Engineer.
- h. Chief, Safety and Mission Assurance.
- i. Chief Financial Officer.
- j. Chief Information Officer
- k. General Counsel.
- l. Assistant Administrator for External Relations
- m. Associate Administrators, Mission Directorates.
- n. Center Directors.

6.3.5.2 The Administrator may appoint special members to the SMC.

6.3.5.3 The Associate Administrator for PA&E, subject to the approval of the Administrator, appoints an Executive Secretary to facilitate the activities of the SMC, coordinate meeting agendas, distribute minutes, and ensures that information required for SMC deliberations is distributed to the members on a timely basis.

6.3.6 MEETINGS

The SMC meets once each month for regular sessions and as necessary for emergent, time-critical matters.

6.3.7 DURATION

The SMC will remain in existence indefinitely.

6.3.8 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the SMC, including this charter.

Change 23...May 20, 2008

6.4 Program Management Council

6.4.1 PURPOSE

The Program Management Council (PMC) serves as the Agency's senior decision-making body for baselining and assessing program/project performance and ensuring successful achievement of NASA strategic goals and objectives.

6.4.2 APPLICABILITY/SCOPE

6.4.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.4.2.2 The scope of the PMC encompasses all programmatic activities and program-related institutional issues conducted by NASA. Governance by the PMC shall be used only in cases where decisions require high degrees of integration, visibility, and approval.

6.4.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

6.4.4 FUNCTIONS

6.4.4.1 Specific PMC activities include:

- a. Ensuring that NASA is meeting the commitments specified in the relevant management documents for program/project performance and mission assurance.
- b. Ensuring implementation and compliance with NPD 7120.4, Program/Project Management and NPR 7120.5, NASA Program and Project Management Processes and Requirements.
- c. Approving programs/projects' entry into subsequent life cycle phases.
- d. Reviewing programs periodically.
- e. Approving Program Commitment Agreements.
- f. Reviewing special and out-of-cycle assessments.
- g. Approving the Mission Directorate strategic portfolio and its associated risk.

6.4.4.2 The Associate Administrator serves as the chair and holds the ultimate decision-making authority for the PMC. The PA&E provides functional support for the PMC and facilitates the assessment, analysis, and preparation for decision-making of all matters considered by the PMC.

6.4.5 MEMBERSHIP

6.4.5.1 The membership of the PMC shall include the following positions:

- a. Associate Administrator (chair).
- b. Chief Engineer (alternate chair).
- c. Deputy Administrator.
- d. Associate Deputy Administrator.
- e. Assistant Associate Administrator.
- f. General Counsel.
- g. Chief of Staff.
- h. Associate Administrator for Program Analysis and Evaluation.
- i. Chief, Safety and Mission Assurance.
- j. Chief Financial Officer.
- k. Chief Information Officer.
- l. Chief Health and Medical Officer.
- m. Director, Program and Institutional Integration.
- n. Associate Administrators, Mission Directorates.
- o. Associate Administrator for Institutions and Management.
- p. Center Directors.

6.4.5.1.1 Other Invited Attendees:

- a. Administrator.
- b. Assistant Administrator for Infrastructure and Administration.
- c. Assistant Administrator for Procurement.
- d. Assistant Administrator for Human Capital Management.
- e. Comptroller.
- f. Director, Strategic Investment Division.
- g. Director, Independent Program Assessment Division.

6.4.5.2 The Associate Administrator may appoint special members to the PMC.

6.4.5.3 The Associate Administrator for PA&E, subject to the approval of the Associate Administrator, appoints an Executive Secretary to facilitate the activities of the PMC, coordinate meeting agendas, distribute minutes, and ensure that information required for Council deliberations is distributed to the members on a timely basis.

6.4.6 MEETINGS

The PMC meets once each month for regular sessions and as necessary for emergent, time-critical matters.

6.4.7 DURATION

The PMC will remain in existence indefinitely.

6.4.8 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the PMC, including this charter.

Change 13...November 27, 2007

6.5 Operations Management Council

6.5.1 PURPOSE

The Operations Management Council (OMC) serves as NASA's senior decision-making body for institutional plans and implementation strategies. The council determines and assesses mission support requirements to enable the successful accomplishment of the Agency's VSE and mission.

6.5.2 APPLICABILITY/SCOPE

6.5.2.1 This charter applies to NASA Headquarters and NASA Centers, including Component Facilities.

6.5.2.2 The scope of the OMC encompasses all mission support activities conducted by NASA, including, but not limited to, human capital, infrastructure, financial, information services, acquisition, institutional safety, security, strategic communications, health and medical, and the development and management of all required business systems, processes, and tools. Governance by the council shall be used only in cases where decisions require a high degree of integration, visibility, and approval.

6.5.3 AUTHORITY

42 U.S.C. 2473(c)(1), Section 203(c)(1) of The National Aeronautics and Space Act of 1958, as amended.

6.5.4 FUNCTIONS

6.5.4.1 Specific OMC activities include:

- a. Setting mission support goals and objectives.
- b. Serving as the senior leadership forum for making decisions on institutional issues.
- c. Approving major new mission support initiatives, plans, and requirements.
- d. Providing leadership, guidance, and approval of the Mission Support Implementation Plan (MSIP).
- e. Overseeing and approving institutional risk plans and mitigation strategies.

- f. Establishing institutional metrics to measure performance against MSIP objectives.
- g. Reviewing progress on institutional initiatives, plans, and programs.
- h. Establishing institutional priorities and approving guidance for the formulation of corporate and institutional budgets.
- i. Overseeing Agency internal control, identifying deficiencies, reviewing corrective action plans, and evaluating progress against the plans.
- j. Providing prior review and concurrence on selected institutional issues with strategic implications before going forward to the Strategic Management Council to be briefed or for approval.
- k. Identifying and reviewing the status of Agency material weaknesses.

6.5.4.2 The NASA Deputy Administrator serves as the chair and holds the ultimate decision-making authority for the council. The Office of Program Analysis and Evaluation (PA&E) provides functional support to the council and facilitates the assessment, analysis, and preparation for decision-making of all matters considered by the council.

6.5.5 MEMBERSHIP

6.5.5.1 The membership of the OMC shall include the following positions:

- a. Deputy Administrator (chair).
- b. Chief of Staff (alternate chair).
- c. Associate Administrator.
- d. Associate Administrator for Program Analysis and Evaluation.
- e. Chief Engineer.
- f. Chief of Strategic Communications
- g. Chief, Safety and Mission Assurance.
- h. Chief Financial Officer.
- i. General Counsel.
- j. Chief Information Officer.
- k. Chief Health and Medical Officer.
- l. Associate Administrators or Deputies, Mission Directorates.
- m. Associate Administrator for Institutions and Management.
- n. Assistant Administrator for Infrastructure and Administration.
- o. Executive Director for NASA Shared Services Center.
- p. Center Directors or Representatives.

6.5.5.1.1 Adjunct members, who attend meetings based on their need to participate in the discussion of a specific agenda item, include the following positions:

- a. Director, Strategic Investment Division, PA&E.

- b. Comptroller, Office of the Chief Financial Officer.
- c. Director, Office of Program and Institutional Integration.
- d. Director, Innovative Partnerships Program.
- e. Chief Health and Medical Officer.

6.5.5.2 The Administrator may appoint special members to the council.

6.5.5.3 The Associate Administrator for PA&E, subject to the approval of the Deputy Administrator, appoints an Executive Secretary to facilitate the activities of the council, coordinate meeting agendas, distribute minutes, and ensure that information required for council deliberations is distributed to the members on a timely basis.

6.5.6 MEETINGS

The council meets as needed (typically once each month).

6.5.7 DURATION

The council will remain in existence indefinitely.

6.5.8 RECORDS

The Executive Secretary is responsible for the maintenance of all records associated with the council, including this charter.

Chapter 7: The Organizational Change Process

7.1 Changes to Mission Statements and Organizational Charts

Within the Mission Support Office of Institutions and Management, the Office of Human Capital Management is responsible for the administration of the NASA organizational change process.

7.1.1 Mission statements and organizational charts will be revised to reflect either of the following:

- a. Revision in the responsibilities of a Headquarters office or a Center.
- b. Establishment of or changes to existing internal or external relationships with organizations, especially those organizations that rely on NASA for service or support to accomplish their programs.

7.1.2 APPROVAL LEVELS REQUIRED FOR CHANGES TO MISSION STATEMENTS AND ORGANIZATIONAL STRUCTURES

7.1.2.1 The Deputy Administrator will approve changes to mission statements and organizational charts for the Office of the Administrator, the Office of the Inspector General, the Office of Program Analysis and Evaluation, and the Mission Support Offices (except the Innovative Partnerships Program Office).

7.1.2.2 The Associate Administrator will approve changes to mission statements and organization charts for the Office of Safety and Mission Assurance, the Office of the Chief Engineer, the Innovative Partnerships Program Office, the Mission Directorates, and the Centers.

7.1.2.3 Changes to mission statements and organizational charts for Technical and Service Support Centers will be approved by the Deputy Administrator or the Associate Administrator depending on the Center's reporting structure.

7.1.2.4 The Officials-in-Charge of Headquarters Offices (OIC) and Center Directors will approve their mission statements and organizational structures below the level shown on the organization charts identified in Chapters 4 and 5. The corresponding organizational charts will be maintained by the OIC or Center Director.

7.1.3 DOCUMENTATION NEEDED FOR HEADQUARTERS ORGANIZATIONAL CHANGES

- a. A memo from the proposing official to the respective approval authority as identified in 7.1.2, through the AA for Institutions and Management describing the rationale for the changes being submitted. When the proposed changes may affect bargaining-unit employees, appropriate union notification will also be described in the memo.
- b. A new or revised mission statement which includes a narrative about the organization's mission, responsibilities, any special relationships, and line of succession. When changes to the mission statement also change the organizational structure (to include office name changes) an updated organizational chart will be submitted. If organizational changes do not affect the mission statement, a revised organization chart is all that needs to be submitted.
- c. A current onboard position analysis and a proposed position plan based on the approved total office ceiling which reflects the number of positions by supervisor, scientist and engineer, professional and administrative, and clerical and support categories, as well as the total number of SES positions. The plan should also reflect an analysis of any proposed staffing or SES increases or

decreases. This analysis will also address the effect of the proposed changes on tracked metrics such as the supervisor/employee ratio.

7.1.4 COORDINATION PROCESS FOR HEADQUARTERS OFFICES

a. The Office of Headquarters Operations will review the proposed package for organizational structure and content. Upon concurrence, the package will be forwarded to the Office of Human Capital Management for processing.

b. The Office of Human Capital Management will review the submittal, prepare the revised/redlined mission statement, organizational chart, and the action document summary, and submit the package concurrently to the following offices for review/concurrence:

(1) The Office of Institutions and Management (mandatory reviews by: Offices of Diversity and Equal Opportunity, Internal Controls and Management Systems, and Human Capital Management).

(2) Office of the Chief Financial Officer.

(3) Office of the General Counsel.

(4) Office of the Inspector General.

(5) Office of Program and Institutional Integration.

(6) Other Headquarters offices impacted by the proposed change.

c. Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the approving authority.

d. Upon completion of the final approval/signature, changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive e-mail notification of all changes.

7.1.5 DOCUMENTATION NEEDED FOR CENTERS ORGANIZATION CHANGES

a. Prior to submitting any packages to Headquarters, the Centers shall work with their respective Human Resources Office to ensure the proposed reorganization conforms to standard human resources policy.

b. A memo from the Center Director to the Associate Administrator, through the Director, Program and Institutional Integration and the Associate Administrator for Institutions and Management, describing the rationale for the changes being submitted.

c. A new or revised mission statement which includes a narrative about the Centers mission, responsibilities, any special relationships, and line of succession. When changes to the mission statement also change the organizational structure (to include office name changes) an updated organizational chart will be submitted. If organizational changes do not affect the mission statement, a revised organizational chart is all that needs to be submitted.

7.1.6 COORDINATION PROCESS FOR CENTERS

a. The Program and Institutional Integration Office will review the proposed package for consistency with Agency-level programmatic and institutional requirements and constraints. Upon concurrence, the package will be forwarded to the Office of Human Capital Management for processing.

b. The Office of Human Capital Management will review the submittal, prepare the revised/redlined

mission statement, organizational chart, and the ADS, and submit the package concurrently to the following offices for review/concurrence:

- (1) The Office of Institutions and Management (mandatory reviews by: Offices of Diversity and Equal Opportunity, Internal Controls and Management Systems, and Human Capital Management)
- (2) Office of the Chief Financial Officer
- (3) Office of the General Counsel
- (4) Office of the Inspector General
- (5) Program and Institutional Integration Office
- (6) Other Headquarters offices impacted by the proposed change.

c. Each reviewing official will concur or provide reasons for opposing the action. Nonconcurrences will be referred to the submitting office for resolution. Remaining conflicts will be resolved by the approving authority.

d. Upon completion of the final approval/signature, changes will be incorporated into the NASA Online Directives Information System (NODIS). Agency Directives Managers will receive e-mail notification of all changes.

7.1.7 ACTION TO EXPEDITE PROCESSING. During the planning stage of any organizational change, originators are encouraged to discuss the proposed changes with all stakeholders prior to submission into the formal approval process. Early coordination will enable these offices and the originators to identify and resolve any issues, eliminating potential delays in the formal approval process.

7.1.8 ANNOUNCEMENTS AND OTHER POST-APPROVAL ACTIONS. Special care should be taken to avoid premature release of information prior to final approval. The organization undergoing change is responsible for preparing announcements and other post-approval actions. At Headquarters, this action will be cleared with the AA for Institutions and Management. Public statements and press releases on changes to NASA organizations will be issued by the Office of Strategic Communications, NASA Headquarters, after appropriate coordination with external entities.

7.2 NASA Charters

7.2.1 NASA CHARTERS: ESTABLISHED/REVISED TO REFLECT ANY OF THE FOLLOWING: Establishment of a new charter as mandated by statute, Executive order, or the Administrator.

7.2.2 APPROVAL LEVEL FOR CHARTERS. The Administrator or designee will approve charters maintained in Chapter 6.

7.2.3 COMMUNICATIONS PROCESS FOR ESTABLISHING/CHANGING CHARTERS. a. The Office of Program Analysis and Evaluation is responsible to prepare revisions for any of the three governance charters and forward them to OHCM for processing.